

**Office of National  
Drug Control Policy**

**National Youth Anti-Drug  
Media Campaign**

**INTEGRATED COMMUNICATION PLAN**

**THE CHALLENGE: PREVENTING DRUG USE  
AMONG AMERICA'S YOUTH**

# ONDCP NATIONAL YOUTH ANTI-DRUG MEDIA CAMPAIGN

## INTEGRATED COMMUNICATION PLAN

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**Office of National Drug Control Policy  
National Youth Anti-Drug Media Campaign**

**INTEGRATED COMMUNICATION PLAN  
EXECUTIVE SUMMARY**

As stated in its 1998 National Drug Control Strategy, the Office of National Drug Control Policy's (ONDCP) major goal is to educate America's youth about illicit drugs and enable them to reject such drugs. To effectively meet this goal, ONDCP received Congressional funding to implement a five-year media campaign, the National Youth Anti-Drug Media Campaign. An unprecedented paid advertising campaign (developed in association with the Partnership for a Drug-Free America) is the core of this initiative; it will be supported and extended through a variety of non-advertising communication activities. By harnessing the potential of an integrated communication campaign—using both mass and interpersonal channels—ONDCP intends to touch the lives of youth and their parents in myriad ways that will encourage our young people to embrace a drug-free lifestyle.

This discussion provides an overview of how advertising and non-advertising communication activities will be integrated to maximize the reach and impact of the campaign (see page 5 of the *Integrated Communication Plan* for a description of “A Week in the Life” of the campaign). The attached chart illustrates the six elements of the integrated communication plan:

- Paid advertising
- Corporate sponsorship/participation
- Partnerships
- Public information (news media outreach)
- Entertainment industry collaborations
- Interactive media (internet/new media)

The advertising component of the campaign is described in detail in the *Paid Advertising Plan* and the corporate participation component is described in detail in the *Corporate Sponsorship/Participation Plan* (see appendices for both).

This document presents details on the non-advertising communication elements, and explains how all six elements will be woven together into an integrated campaign.

To ensure that all elements of the integrated campaign are complementary and synergistic, each element has been developed in response to the overall *Communication Strategy* prepared for the National Youth Anti-Drug Media Campaign (see appendices). The communication strategy reflects an extensive analysis and consultation process conducted by ONDCP and its contractor, Porter Novelli over the course of 12 months. This included a broad review of the literature, convening three expert panels, conducting well over 100 individual meetings with other experts and stakeholders, and conducting 30 focus groups with members of the youth target audience. (Note: Readers are encouraged to see the *Communication Strategy* for a full discussion of campaign target audiences and the communication objectives for each audience.)

The body of this *Integrated Communication Plan* is organized into four main sections. The first provides an overview of the philosophy and approach used in the campaign. The three subsequent sections focus on the three target audiences of the campaign: youth, parents and other primary caregivers, and other youth-influential adults. These sections are organized by target audience (rather than by communication element) in the body of the plan to emphasize and demonstrate the integrated use of all six elements in effectively communicating to each audience.

This Executive Summary is organized differently to provide a brief overview of the strategies and tactics in the communication elements described in the *Integrated Communication Plan*. Specifically, it briefly presents some overarching principles used to develop the *Integrated Communication Plan*, the roles and guiding principles for each of the non-advertising elements, the proposed message strategies, and specific communication tactics.

Readers should note that some of the communication activities presented are already in process, and others will be developed by ONDCP during the Spring and Summer of 1998, but the majority of proposed activities will not be developed until after the (competitive) award of a non-advertising communication contract in September, 1998.

## **Campaign Principles**

The *Communication Strategy* of the National Youth Anti-Drug Media Campaign articulates a number of important campaign design principles. The following principles excerpted from the *Communication Strategy* are particularly critical to the *Integrated Communication Plan*:

- **All campaign messages and activities must be tied to the communication strategy.** Messages and activities that are not an outgrowth of the communication strategy are unlikely to be effective, or, worse, they may be counterproductive.
- **There is a critical need for strong, central management of all aspects of the integrated campaign.** ONDCP will develop a system of audience segment teams to ensure the consistency, integration, and timing of all activities targeting each of the three campaign audiences.
- **The campaign must develop a strong brand identity to link its many activities.** ONDCP has begun to develop (and test through consumer research) a campaign name and graphic identity that will be used to brand all elements of the campaign.
- **Collaboration with other governmental and non-governmental national, state, and local programs is vital to the success of the campaign.** ONDCP has begun to implement a systematic process for partnering and collaborating with other organizations to achieve the goals of the campaign.
- **The involvement of youth in creating and disseminating campaign messages is critical to ensure that messages are meaningful to them.** ONDCP has begun to create a variety of

mechanisms to solicit the input of young people, and to involve them in the development and distribution of campaign messages.

- **The involvement of minority communities is crucial to ensuring the effectiveness of the campaign.** ONDCP has begun to use consumer research, partnerships, outreach to minority media, and other approaches to involve minorities in developing and distributing culturally appropriate campaign messages.

### **Overview: How Paid Advertising and Corporate Sponsorship/Participation Fit into the Integrated Communication Plan**

Advertising, in and of itself, is a powerful force. This is made clear by the billions of advertising dollars spent every year by corporations to promote their goods and services, and by the research studies demonstrating the efficacy of advertising in influencing a variety of behaviors, including substance use among adolescents. Because of its unique ability to quickly achieve reach and frequency with highly controlled messages, advertising is positioned as the core of the ONDCP campaign. ONDCP and the Partnership for a Drug-Free America have developed a process by which they will create, test, and place advertising based on the campaign's *Communication Strategy* document.

The ability to control paid advertising with considerable precision creates great opportunities for the non-advertising components of the campaign. For example, if a television network consulted with ONDCP in developing an interactive teen "town hall" meeting focusing on drug use or other programming, advertising could be placed during the commercial breaks to reinforce key campaign messages.

The non-advertising components of the campaign offer opportunities to reinforce and improve the design and delivery of advertising. For example, partnership activities with national youth service or minority health organizations may provide important insight into the development of more effective advertising messages, or more effective placement of existing ads.

The *Corporate Sponsorship/Participation Plan* also describes important opportunities to extend the reach and impact of both advertising and other non-advertising components of the campaign. In brief, the *Corporate Sponsorship/Participation Plan* (which would be carried out separately from the other non-advertising components described in the ONDCP RFP) will offer corporate America an opportunity to officially sponsor a highly visible, multi-faceted, socially important initiative that will create for corporations unique ways of cultivating good will among much sought-after groups of consumers. The most important benefit to the National Youth Anti-Drug Media Campaign is that campaign messages can use the communication channels, cultural appropriateness, and ongoing commitment of corporations that are already successfully reaching and influencing target audiences.

The plan will extend campaign efforts in a number of important ways. Sponsorship fees will be used to develop and distribute school-based, community-based, and worksite-based drug

prevention programming targeting adolescents and their parents. Corporate sponsors are also likely to extend the reach of campaign messages in two significant ways: by incorporating key campaign messages in some of their own advertising and other promotional efforts, and by distributing campaign materials to their own employees. Another likely benefit of the plan is that the corporate culture of sponsoring organizations is likely to change in subtle and not-so-subtle ways that will encourage parents to take action and youth to reject illicit drugs.

If carried out, *Corporate Sponsorship/Participation Plan* will also enhance other non-advertising elements of the *Integrated Communication Plan*. For example, a successful corporate sponsorship program will create numerous opportunities to reach out to the news media with relevant campaign messages. It also has considerable potential to enhance campaign partnership efforts by aligning important corporations and non-profits into effective alliances. And finally, corporate sponsors are likely to create significant opportunities to extend campaign messages into the online environment.

### **The Role of and Guiding Principles for Partnerships**

Partnerships with organizations in the public, private, and non-profit sectors are essential to meeting ONDCP's campaign goal. Advertising and outreach to news media can raise the importance of this issue on the nation's agenda and influence audience members' perceptions. But partnerships with organizations that work with the target audiences create the opportunity for using interpersonal strategies that directly influence behavior change and create supportive social environments.

Appropriate partnerships must be developed with a wide variety of national organizations, especially those with linkages into communities. Examples include organizations with drug-use prevention missions; youth service, parenting, education, civic, fraternal, and religious organizations; and professional associations. Partnerships with government organizations can also help achieve synergistic and complementary efforts at the Federal and local levels.

Guiding principles for ONDCP partnership efforts include:

- Partner with existing networks related to youth and drug prevention for maximum dissemination of campaign messages.
- Involve partners at the earliest stages of program planning.
- Recognize and build on current and planned roles and activities of partner organizations, and avoid duplication of these efforts.
- Involve organizations across many sectors of society.
- Include partners that reflect the diversity of cultures represented in the current American landscape.

- Clearly communicate the role of the ONDCP media campaign in youth drug prevention activities.
- Provide partner organizations with materials and other information resources needed to support the campaign.
- Coordinate community partnerships with corporate and media activities.
- Recognize and reward partners for their contributions toward meeting the campaign goals.
- Track and evaluate partnership activities.

### **The Role of and Guiding Principles for Entertainment Industry Collaboration**

Undeniably, entertainment media have an enormous impact on Americans. Young people, in particular, are greatly influenced by music, television, movies, and, increasingly, by interactive media. Much has been written about the negative impact of entertainment media consumption on youth, but at the same time, the entertainment industry has enormous potential to influence youth attitudes and behaviors in a positive manner.

There are many excellent examples of responsible and productive depictions of drug use (and other important youth issues) from all sectors of the entertainment industry. For example, a recent episode of “Home Improvement” dealt with an adolescent’s marijuana use in a sensitive and effective fashion. Such efforts should be recognized, encouraged, and commended. Many opportunities exist for the campaign to encourage the development of entertainment programs that model examples of healthy adolescent development and effective parenting practices. In fact, the ONDCP *Paid Advertising Plan* includes a number of proposals from media corporations to collaborate with ONDCP to produce this type of programming.

Guiding principles for ONDCP entertainment industry collaboration include:

- Don’t place blame; recognize and commend positive activities on the part of industry.
- Respect the fact that freedom to be creative is at the very core of success for people and projects in the entertainment industry.
- Involve industry leaders and creators of entertainment programming in the earliest stages of the campaign.
- Isolated meetings will not be sufficient to result in success; continuity and consistency are needed.

- Whenever possible, coordinate with partner organizations that have complementary goals to avoid duplicative requests to the industry.
- Entertainment and sports figures have tremendous appeal to both youth and adults and should be included, as appropriate, in campaign activities.

### **The Role of and Guiding Principles for Interactive (Internet and New) Media**

During the past five years, the use of Internet and other new interactive media has grown at a tremendous rate. For many Americans, the Internet has become an important source of information and entertainment. It can be an extremely effective way to reach target audiences efficiently, and information retrieval by users can be measured in ways that no other mass media channel can achieve. It also provides a powerful tool for coordinating activities and building collaborations.

As many as 80 million adults are likely to be “online” by the end of 1998, and approximately half of these people will use the Internet daily. Similarly, more than a third of all adolescents currently use online services, and it is projected that by the end of 1998 almost 90% will have Internet access through their schools. Almost half of adolescent Internet users check out Web sites when they are using the Internet. To reach adults, American corporations and universities are demonstrating how online communications can dramatically raise “corporate IQ.” According to one industry expert, the successful formula for organizations seeking to communicate online is in “forging the right partnerships and executing ideas swiftly.”

To this end, the guiding principles for ONDCP interactive media partnership efforts include:

- Generate Web information that young people will interact with; recognize how young people relate to the Internet (often as a “social medium”) and plan accordingly.
- Online users are frequently in the “action mode” when they use the Net; offer them transactional opportunities.
- Reach the target audiences in as many appropriate sites as possible on the Internet.
- Leverage interactive content projects beyond paid Internet advertising to deepen and extend the reach of campaign messages, including integration into mainstream youth Web sites and use of experiential CD-ROM products.
- Partner with established online brands to maximize marketing and reach.
- Use online media to build “communities of practice” committed to youth drug prevention.

### **The Role of and Guiding Principles for Public Information (News Media Outreach)**



News and other information presented in the news media play a special role in American society. Most Americans accord news-based information with high credibility because, for the most part, our news-gathering and reporting system operates according to well developed ethics of modern journalism. Therefore, the news and other information media are critical to the success of the National Youth Anti-Drug Media Campaign.

The news media, however, will only be interested in communicating ONDCP's key campaign concepts and messages to the extent that information is newsworthy or of interest to members of their audience for other reasons. According to recent surveys, youth drug use is one of the leading concerns of both young people and their parents. Consequently, there is considerable opportunity to work with the news media to encourage news and related media programming to communicate ONDCP's key campaign messages, concepts, facts, etc. Public affairs outreach that is conducted professionally, and with an eye toward providing journalists with useful information, is likely to pay off in terms of considerable news media coverage of campaign messages.

To that end, guiding principles for ONDCP public affairs efforts include:

- Communicate useful story information consistently to media that reach specific target audience segments, and when necessary, clarify misinformation and correct errors.
- Build and maintain ongoing relationships with both national and regional media.
- Creatively pursue both hard news and feature story placements.
- Seek news coverage opportunities in media channels where advertising is placed to reinforce campaign messages.

### **Message Strategies Used To Develop the Non-Advertising Elements of the Integrated Communication Plan**

Although the non-advertising elements of the plan are quite distinct, a common set of message strategies was developed to inform their approaches. The strategies to be employed include the following:

- Maximize the delivery of campaign messages through multiple media and interpersonal channels (all target audiences).
- Involve youth in developing campaign programs and messages to ensure that the campaign speaks to them (youth audience).
- Use real members of the target audience to demonstrate behaviors and consequences (all target audiences).

- Leverage youth (and parent) media campaign messages into opportunities for effective interpersonal discussion (between youths and parents and other youth-influential adults).
- Identify and promote parenting skills resources (parent audience).
- Promote individual and community support for, and involvement in, constructive after-school youth activities (other youth-influential adult audience).
- Manage and leverage current issues related to youth drug use through media, partnerships, and stakeholder activities (all audiences).

## **Recommended Campaign Tactics**

Activities described below are recommended to begin in Year 1 of the campaign. Many complementary activities are already being carried out by other national organizations. Therefore, to avoid duplication of efforts, ONDCP will plan new activities only upon careful consideration and discussion with those organizations.

### **I. NATIONAL CAMPAIGN LAUNCH**

An official campaign launch provides a tremendous opportunity to raise the issue of youth drug prevention on the public agenda. The launch of this historic initiative, planned for mid-July 1998 (to coincide with the national rollout of advertising), will highlight all the major elements of the campaign—from advertising and news media outreach to partnerships and online activities. Newsworthy elements that will be promoted to reporters and producers for coverage include special events appealing to youth, the release of new anti-drug advertisements, unique promotional efforts with media partners, and the kick-off of a youth Internet online initiative.

### **II. PARTNERSHIPS**

#### **Partnership Summit and Subsequent Activities**

A summit sponsored by ONDCP will officially launch the partnership component of the ONDCP campaign among important stakeholder groups. The goal of the summit will be to kick off a partnership network that can facilitate productive, collaborative efforts on communication projects related to youth drug prevention. Invitees will come from interested and committed organizations with missions and program goals complementary to those of the National Youth Anti-Drug Media Campaign. Individuals representing youth, drug prevention, civic organizations, health professions and others with a direct tie to the issue will identify media-related existing activities that should be expanded, as well as gaps that need to be filled. In this way they will assist in setting priorities for ONDCP campaign partnership activities. Following the summit, communication with partners will be sustained through an online partner campaign area on the ONDCP Web site with postings of campaign updates, collaborative partner opportunities, and distribution of campaign materials. Regular newsletters and yearly partnership planning meetings will also be carried out to strengthen and sustain the network.

### **Consensus Conference on Parenting Strategies**

The potent connection between parenting strategies and youth drug use behavior has become increasingly clear, yet this information has not been widely disseminated, nor have experts had the opportunity to interact for the purpose of coming to consensus on the exact recommendations. Parents and other caregivers will likely find this information extremely interesting and relevant, as will the media whose coverage could disseminate the information far and wide. To achieve this, an ONDCP national consensus conference on parenting strategies and adolescent risky behavior will bring together researchers, practitioners, and other opinion leaders. This group will develop a set of research-based recommendations on parenting strategies that will be broadly publicized and disseminated to parents and the general public through the media, appropriate sites on the Internet, and to partner and other stakeholder organizations through turn-key kits (see below) for community outreach with parents.

### **Community and Worksite Turn-Key Campaign Outreach Kits**

To extend the messages and activities of the National Youth Anti-Drug Media Campaign into communities and worksites around the country, ONDCP will disseminate practical tools and information in turn-key campaign outreach kits. Recipients of the kits can carry out training and awareness activities through community seminars (for instance, on drug prevention parenting-skills), fact sheets, camera-ready newsletter articles, videos, and media outreach materials. A corresponding worksite kit will be distributed, making it as easy as possible for busy human resources, employee assistance, and personnel professionals to communicate parenting skills and mentoring messages through lunch-time seminars, posters, brochures, and videos. Efforts will also be made to place messages on internal (intranet) computer systems in corporations.

### **Worksite Outreach Activities**

In addition to the kit described above, ONDCP will raise awareness and support in the workplace on another level, by communicating directly with CEOs and other corporate leaders. ONDCP will make them aware of the immense opportunity for reaching parents and potential mentors in the workplace, with messages about how to make an impact in youth drug prevention. Means for communicating with corporate leaders include direct mail, a high level forum in Washington or New York, and through publications and organizations that reach them. Given the audience targeted for this effort—CEOs and other executives—ONDCP must be very responsive to any overtures of interest. This may require working with these corporate leaders to tailor anti-drug materials for the specific needs of their workforces.

### **After-School Peer and Mentor Activities: Discussion and Media Literacy Turn-Key Kits**

Young people are vulnerable to risk-taking behavior during after-school and other non-school time periods. Peer-to-peer and mentor-driven activities during these periods can keep them involved in interesting, interactive activities on topics that will help insulate them against risky behavior. ONDCP will support and develop kits related to media literacy and group discussion activities in which anti-drug messages can be communicated. Drawing from experience of partner organizations already involved in these areas, ONDCP projects will seek to fill gaps in what currently exists and focus specifically on drug prevention messages.

### **III. NEWS MEDIA OUTREACH**

The news media can help to credibly communicate important anti-drug messages far and wide through stories they consider compelling, timely, and of interest to their audiences. For this reason, media outreach is an extremely important area of focus in this campaign. Many members of the media are also enthusiastic about finding ways to make a clearly positive impact on the quality of life in America by reporting or depicting "good news" stories, or "news you can use," modeling constructive behavior that may be useful to audiences. ONDCP will consistently provide the media with newsworthy, interesting facts and compelling feature story suggestions, beginning with the campaign launch and continuing throughout the campaign. Consistent outreach to media will take place through means that are most useful and appropriate (including background briefings, spokesperson availabilities, news conferences, press kits, online information, etc.).

There will be a multipronged focus in gaining media attention through breaking news coverage, feature stories and ensuring accuracy in facts and perceptions about youth drug use. The first will focus on drug use data and trends, and evaluation of the anti-drug advertising and related communication efforts of this campaign. Feature stories will be a major area of effort, and the possibilities are almost endless for interesting angles tied to strategies and messages in the *Communication Strategy*. Feature story angles will also be tied into all of the major campaign components (such as entertainment collaborations, corporate sponsorship programs, Internet initiatives, and so on). Monitoring of relevant stories and issues will enable ONDCP to track the success of media outreach efforts and trends in coverage of the youth drug issue overall.

### **IV. ENTERTAINMENT INDUSTRY OUTREACH**

#### **Entertainment Industry Liaison Office / Advisory Panel**

Creative and tangible progress with the entertainment community requires ongoing commitment and a consistent presence. This will be achieved through having an experienced individual act as a liaison in Los Angeles. In conjunction with this liaison, ONDCP will seek committed individuals from the entertainment industry to sit on an advisory panel and provide guidance on efforts in this area.

#### **Entertainment Summit**

To stimulate awareness of the youth drug issue and attract interest in the entertainment industry, ONDCP will hold an Entertainment Industry Summit early in Year 1 of the campaign. The goal of the summit will be to hold frank and productive dialogues with committed leaders and members of the television, movie, and music industries about potential collaborations with ONDCP that will advance the communication objectives of the campaign. The summit will generate tangible strategies, ideas, and suggestions for activities in the areas of program and movie content and depictions of drug use, and development of music lyrics and special events, celebrity endorsements/involvement, media literacy projects, and others.

### **Ongoing Entertainment Industry Activities**

To keep members of the entertainment industry informed about relevant facts in youth drug prevention, it will be important to consistently provide them with useful information in the following ways. As follow-up to the Entertainment Summit, yearly meetings or forums for representatives of the television, movie, and music industries will recognize the contributions and commitment from these sectors, as well as continue to generate new collaborative efforts. In conjunction with partner groups, ONDCP will host content briefings featuring subject matter and behavioral experts, researchers, young people, parents/caregivers, and other appropriate individuals to discuss facts about the issue as well as real-world perspectives regarding youth drug use and other risky behavior. Similar one-on-one meetings will be held with a broad spectrum of individuals in the industry. Finally, an interesting, brief, easy-to-use fact sheet or newsletter about youth drug use will be distributed on a regular basis to creative professionals in the industry. Some of these activities should be done in collaboration with other organizations.

### **Special TV Programming**

“Special” television programs have the ability to broadly communicate youth drug prevention messages not only through the programs themselves, but also through opportunities for educational outreach and publicity surrounding the program. While such programs can be quite effective, it will be very challenging to ensure their production. Therefore, opportunities with paid media advertising partners should be pursued. Concepts for one or more television anti-drug “specials” appealing to youth and another for parents may be generated and produced as part of the public service contributions from paid media advertising partners or other organizations in the television industry. An extensive national outreach effort tied to the program(s) will be carried out with national partner organizations to extend the program messages through materials and events in communities around the country.

## **V. INTERNET / NEW MEDIA**

### **Internet Activities**

ONDCP will capitalize on the explosion of the popularity of the Internet, particularly among young people, by incorporating communication strategy messages on established Internet Web addresses (on public and private Internet locations). While some direct resources associated with the ONDCP Web site will be established, the principal youth initiative will establish an online, cutting-edge youth site, with an Internet “brand” that already carries a large volume of youth traffic. Such a site will provide youth with an online “community” where they can learn drug-refusal skills without risking being viewed as “uncool.” The site will also give them factual information about drugs and respond to questions that they might be afraid to ask at home or school. Finally, they will be able to connect with their peers about drug use and other issues that concern them during this transitional time in their development.

Other anchor sites will be developed for parents and caregivers, as well as for other youth-influential adults—again taking advantage of being located on Internet addresses that already enjoy high traffic. Messages will be distinct for each group and targeted to sites that reach them. For instance, parenting skills information will be incorporated into a parent Web site; information

about mentoring and youth drug use prevention would appear on a general adult site. As where they can access campaign updates, materials, and research.

In addition to partnering with established Internet brands to develop anchor sites, ONDCP will inclusion of campaign messages and other relevant information on a wide variety of Web sites reaching youth and adults.

Interactive computer programs that allow the user to exercise and develop positive decision-making skills can be a creative and effective way to enable young people to reject drug use.

programs in schools or to directly reach youth in their homes (perhaps in partnership with an online media group). Such a program allows young people to realistically explore the

Readers are encouraged to review the complete tactics sections in each of the target audience chapters of this document. This will provide an understanding of how tactics have been

parents/caregivers, and other youth-influential adult audiences.

**Color Charts Here**

“Proposed Timeline – Year One”

see document: ‘timeline.cht’

“National Youth Anti-Drug Media Campaign”

see document: ‘icp-6.prz’

# INTRODUCTION

Our nation faces a challenging and frightening situation as we watch the use of drugs by young people rise while their perception of the risk of drug use falls. According to the University of Michigan Monitoring the Future<sup>1</sup> study, a sharp increase in marijuana and other drug use among adolescents of all ages in the mid-1990s coincided with an equally sharp decline in the proportion of students who believed marijuana use to be dangerous. Perhaps most disconcerting is the fact that the increase in drug use was greatest among the youngest cohort of adolescents. Although these dramatic increases in adolescent drug use appeared to level off in 1997, current use rates are still at epidemic proportions.

Adolescent substance use takes a great toll on our young people and our nation. Drug use can lead to school failure, diminished economic opportunity, incarceration, addiction, and even death. Most of the leading causes of death among adolescents—motor vehicle crashes, homicide, suicide, injury, and HIV infection—are more likely to occur under the influence of psychoactive substances.<sup>2</sup> Among adolescents, drug use is highly correlated with a constellation of what are referred to as “deviant behaviors,” including truancy, cheating, vandalism, hostility, fighting, lying, antisocial behaviors, and poor academic performance. The broad social cost of these outcomes is staggering.

Drug use by adolescents accelerates their transition out of childhood, but does not give them the opportunity to acquire the necessary skills and abilities for a successful transition into adult life.<sup>3</sup> At the very least, the time adolescents spend under the influence of drugs is time wasted—a hiatus in normal development.

The reasons underlying youth drug use are as varied and complex as the society in which we live. One inescapable conclusion from the research, however, is that adolescent drug use initiation and continued use are largely functions of the social influences in adolescents’ lives. Research suggests that compared to previous generations, adolescents today experience more environmental and social stressors and less parental guidance.<sup>4</sup>

Compounding the impact of less parental influence is adolescents’ increasing immersion in popular culture as it is conveyed through various media. On average, American children are exposed to media at least eight hours per day through television, radio, movies, recorded music, comics, and video games.<sup>5</sup> Messages that society sends to young people about illegal drugs (as well as alcohol and tobacco) are frequently contradictory. Both media programming and advertising content tend to portray substance use as common and normal. For example, by his or her 18<sup>th</sup> birthday, an average adolescent will have seen 100,000 television commercials for beer,<sup>6</sup> and will have watched 65,000 scenes on television depicting beer drinking.<sup>7</sup> Although popular media depict illicit substances less frequently than alcohol and tobacco, those depictions often portray illicit substance use as normal, acceptable, and cool.<sup>8</sup> At the same time, anti-drug messages in the media are dwindling, with free time and space for drug prevention public service messages at a ten-year low.<sup>9</sup>



## ONDCP'S RESPONSE TO THE CHALLENGE

As stated in its National Drug Control Strategy, a major goal of the Office of National Drug Control Policy (ONDCP) is to educate and enable America's youth to reject illicit drugs. This goal includes preventing initiation of drug use and encouraging occasional users to discontinue use.

To effectively meet this goal, ONDCP received Congressional funding to implement a five-year media campaign—the National Youth Anti-Drug Media Campaign. At the core of this initiative will be an unprecedented paid anti-drug advertising campaign (with corresponding media public service contributions). That advertising component will effectively and quickly reach a broad audience with important campaign messages. It is imperative, however, that ONDCP borrow from the strategic thinking of corporate America to transcend advertising with a comprehensive, integrated communication program that will reinforce campaign messages through multiple channels—both mass media and interpersonal.

To do this, ONDCP must create productive partnerships with national and community organizations, carry out news media outreach, establish corporate sponsorships, and implement projects with the entertainment and Internet/new-media industries. Investing resources in a multifaceted, integrated communication campaign such as this will enable ONDCP to effectively corral the immense power of both the mass media and interpersonal communication channels to meet the challenging goal of reducing youth substance abuse.

### THREE COMPLEMENTARY EFFORTS—ONE NATIONAL MEDIA CAMPAIGN

Strategy for the National Youth Anti-Drug Media Campaign takes the form of three complementary documents supporting an overall *Communication Strategy*. To ensure that the national campaign is a unified, effective effort, each of the documents is built upon the principles expressed in the *Communication Strategy*, which defines the overarching framework for the campaign. The three documents are:

- 1) **Integrated Communication Plan**
- 2) **Paid Advertising Plan**
- 3) **Corporate Sponsorship/Participation Plan**

The *Integrated Communication Plan* provides a holistic view of all efforts to reach target audiences with messages described in the *Communication Strategy*. The *Paid Advertising Plan* and *Corporate Sponsorship/Participation Plan* provide further detail on key campaign activities.

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\*Developed by NY-based Creative Media in collaboration with Porter Novelli.

\*\*Developed by Porter Novelli in collaboration with Millsport and International Events Group (IEG).

They reflect an extensive analysis and consultation process carried out for ONDCP by the communication strategy firm Porter Novelli, which included: 1) a broad review of the literature, 2) convening of three expert panels, and 3) meetings with more than 100 other experts and stakeholders. These panels and individuals represent a broad range of expertise relevant to this campaign in youth drug-use epidemiology and prevention, youth development, community development, social marketing, advertising, and public health communication. Concurrently, 30 focus groups were conducted with more than 300 young people. The results of these focus groups, along with audience research conducted by the Partnership for a Drug-Free America and other organizations, were used to guide the thinking and recommendations in these three plans and the *Communication Strategy*. Minority and ethnic concerns received careful attention, as did demographic and regional factors.

## **BASIS IN SOCIAL MARKETING**

Preparing adolescents to resist the social influences that encourage drug use is the core challenge of the National Youth Anti-Drug Media Campaign. Commercial marketers understand that influencing an individual's consumer-related attitudes, beliefs, and behaviors is a formidable task. Influencing their attitudes, beliefs, and behaviors on complex health and social issues is obviously even more daunting. For instance, toothpaste brand preference is fairly straightforward, and certainly less complex than the social, personal, environmental, and family influences that affect the same person's decision to use drugs. From a marketing perspective, however, each of these challenges is best met through a similar marketing process.

***[W]hat has made McDonald's and Coca-Cola world-class successes ... can also have a dramatic impact on the problems of high blood pressure, AIDS, drug addiction, child mortality in developing countries, smoking and heart diseases.<sup>10</sup>***

The systematic process shared by consumer and social marketing is based on understanding the target audience, using that knowledge to offer them something that they value (e.g., a product or service, or an attitude or behavior), and making the "offer" easy to adopt. Social marketing is defined as: The application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence the voluntary behavior of target audiences to improve their personal welfare and that of their society.<sup>11</sup> The recommended National Youth Anti-Drug Media Campaign is fashioned after this model.

ONDCP, with the help of Porter Novelli and other campaign planners, listened closely to members of the target audiences to understand what offers (messages) will be responsive to the values they expressed. The overall *Communication Strategy* summarizes the campaign's initial process of listening and shaping the offers. These values also will guide plans for the delivery and promotion of those offers through targeted distribution sources and channels. This *Integrated Communication Plan*, the *Paid Advertising Plan*, and the *Corporate Sponsorship/Participation Plan* provide initial direction for ONDCP to deliver and promote those offers to members of the target audiences.

## SO WHAT WILL IT ALL MEAN?

### *A “Week in the Life” of an ONDCP Integrated Communication Campaign*

To understand what an ONDCP integrated communication campaign could look and feel like to the target audiences, imagine a snapshot of a week in the life of a typical family.

*A mother wakes up on Monday morning. As she grabs a quick breakfast, she glances up in time to see a television ad showing a father and son who aren't talking, and a reminder that parents shouldn't miss any opportunity to talk to their kids about drugs. She jots down the 800 number to call for more information. Andy, her 7<sup>th</sup> grader, catches a bus to school, and sees a billboard telling him that four out of five kids don't smoke pot. Later that day in class he sees a news story on the in-school television news program about a kid whose friend died after snorting heroin for the first time. Andy goes to football practice, where the coach tells the team to watch a special television show later that week on the dangers of drug use; later Andy sees a poster for the show in the locker room. After school, he heads to a friend's house. They log onto the Internet and begin to surf. Floating at the top of their favorite Web site is a colorful and intriguing advertising banner, which grabs their attention. They click on it and find themselves in a cool Web site for kids, designed by kids with subtle anti-drug, positive life messages throughout.*

*By now Mom is heading home from work. A companion on the bus asks whether she has heard an anti-drug radio ad on their kids' favorite pop station. It reminds her again to call for the parenting brochure when she gets home. Over the next few days, Dad notices a newspaper ad with the same parent message that his wife saw previously on TV. In the company newsletter, he sees a story about a company-sponsored after-school anti-drug parenting seminar run by a local community group. He also notices two billboards, one with a parent message, another with a teen message, as he rides to and from work each day. His wife runs across an article in her favorite women's magazine about the tough transition years of adolescence and how parents can stay involved and direct their kids to exciting and healthy sports activities that fit their kids' risk-taking needs. The article prompts Mom to sign up for a church training session on the same topic that she saw posted at the grocery store. Meanwhile, over the weekend as they watch the NBA playoffs together, Andy and his Dad see two different ads about young people and drugs. Andy tells his dad that he saw a similar promo when he went to a movie last weekend, and they begin to talk about it.*

While this scenario is imaginary and a bit concentrated for illustrative purposes, it dramatizes what the ONDCP integrated communication campaign may look like. The effect of layering messages over and over again, through multiple channels, multiple times is what is needed for awareness, attitude, and, ultimately behavior change.

## THE CURRENT SITUATION

Before we can realize this scenario, we need to analyze the internal and external environmental factors that may affect the outcome of this campaign. The following situation and marketing analyses informed important decisions about the objectives, strategies, and tactics described later in this document. They emerged from the extensive planning processes described earlier.

### **SITUATION ANALYSIS**

This S.W.O.T. analysis identified the internal and external **Strengths, Weaknesses, Opportunities, and Threats** facing the campaign.

#### **Strengths**

Clearly, one of the primary strengths of the National Youth Anti-Drug Media Campaign is its *unprecedented financial backing* to carry out a comprehensive, national media program on drug abuse prevention. In addition, it has *strong bipartisan support* at the highest levels of government, through which it can gain cooperation from other organizations both within and outside the government. In its role as a central coordinating and convening body for Federal anti-drug activities, ONDCP is in a unique position to mobilize tremendous resources. Numerous programs in and outside government have missions and objectives that parallel ONDCP program objectives, and ONDCP has already developed strong working relationships with a number of important stakeholder groups. On a related note, ONDCP has staff members experienced in implementing a range of communication activities that will prove valuable in the national campaign activities.

#### **Weaknesses**

Organizationally, ONDCP is a *policy office*, not a program or project office. Although this will be greatly compensated for by contractor support, it will nonetheless be challenging for ONDCP to manage a program the size and scope of the National Youth Anti-Drug Media Campaign. Sufficient resources are also required for the *extensive, ongoing management and coordination* of projects with other government and nongovernmental agencies and programs that will be required in this multifaceted campaign. A formal, thorough assessment will help in gauging the needs of internal management and support staff and other resources and agencies it can rely on in and out of government to assist in implementing the campaign. The unprecedented breadth and scope of this campaign may merit consideration of a nonprofit quasi-private entity accountable to government but with operational flexibility to realize campaign goals and stimulate public-private drug prevention efforts that can continue without appropriations in years to come.

#### **Opportunities**

It was evident throughout the interviews and meetings conducted during the planning process that there is *great excitement and enthusiasm* for the ONDCP campaign among organizations and individuals across the country. Additionally, as mentioned above, a sizable number of organizations (inside and outside the government) have missions and goals consistent with those of the campaign. This energy and commitment can and should be brought to bear through extensive partnership efforts. Recent public opinion

surveys show that *youth drug use remains far and away the number one issue of concern to American adults*. This points to a tremendous amount of *public support for this campaign*. Additionally, indications are that the current generation of young people is less rebellious, more future-focused, and has more hopes for their future than the generations preceding it, and therefore may be *more open and receptive to the messages of this campaign*.<sup>12</sup> Recent Monitoring the Future data also show an *optimistic trend*—the rapid increases in adolescent drug use over the past few years appeared to level off in 1997. It may be easier now to begin to turn the trend downward. This national effort also helps inspire the policy leaders and parents in the international community who share an interest in protecting children.

### **Threats**

Some organizations and individuals are not necessarily supportive of this campaign. Some are critical because *the initial campaign excludes paid advertising cautioning against alcohol and tobacco*, substances they believe to be more serious and pressing concerns for youth. *Others do not believe that a communication campaign can make a difference* with a problem as pervasive and socially rooted as drug use, particularly for urban youth. Some in the public service arena fear that this campaign could *threaten public service advertising* unless their concerns are kept in the forefront of all paid advertising negotiations. Others have raised serious concerns about what they perceive as a *lack of community resources to meet the demand* they envision this campaign will raise for information, prevention, and treatment resources. Therefore, they would prefer to see funds targeted at services (especially treatment programs). It will also be a tremendous challenge for ONDCP and its contractors to continually remain abreast of the scores of other anti-drug programs in order to coordinate rather than duplicate efforts. Finally, the aforementioned 1997 data by Monitoring the Future may leave the erroneous impression among some stakeholders and the public that the youth drug problem was decreasing even before the initiation of the campaign, which could threaten financial and other support for this program. Some opponents, of course, promote drug legalization and would portray any funding as “big brother” engaged in “social engineering.” The contractor must fully understand these issues and ensure they are considered in any plans, activities, etc.

## **MARKETING ANALYSIS**

### **Product, Price, Place, and Promotion in the National Youth Anti-Drug Media Campaign**

*The social marketer's first goal is to get inside their target market's psyche and understand why these people are doing what they are doing and what their perceptions are of the costs and benefits of the behavior change the marketer is attempting to achieve.*<sup>12</sup>

The challenge of social marketing differs from that of product marketing in a number of respects, perhaps the most important of which is that the audience often is being asked to give up something (e.g., drugs) or change an ingrained habit (e.g., eating high-fat foods). Social marketing acknowledges that in many situations, members of the target audience are not motivated to change because the perceived benefits of the recommended behavior fail to outweigh

the perceived social, cultural, or economic costs. In these situations, social marketing programs typically start *by increasing audience members' motivation* for behavior change *by enhancing perceived benefits* of the recommended behavior and minimizing perceived costs. Alternatively, motivation for change can be hastened *by enhancing audience members' perceived costs* of the behavior being discouraged and undermining perceptions of that behavior's perceived benefits.

When audience members are motivated to perform the recommended behavior, they may still lack the necessary skills or other resources. In these cases, the marketing program must devise means to instill the necessary skills and or address the other resource-related barriers to change if it is to be successful. Among other behaviors, the program will want to reinforce refusal and critical viewing/listening skills and to model desirable behaviors.

A thorough analysis of the situation and of what is required to effect change is critical to the social marketing process. An important marketing planning tool is an analysis of **product, price, place, and promotion**, the four ingredients of the marketing plan.

### **Product**

Although numerous *communication products* will be involved in this campaign (e.g., parenting strategies brochures, skills-building videos), the real “*products*” being marketed by the National Youth Anti-Drug Media Campaign are not tangible because they are actions. The product for youth is to *not use drugs*. For parents and other caregivers, the product is to *take action to influence their children* not to use drugs. For other youth-influential adults, the product is to *take action to support the youth and parents in their community, or their country, to encourage adolescents to reject drug use*.

Target audience members will be motivated to adopt the product to the extent that they perceive they will personally benefit from doing so. These benefits for youth may be physical (e.g., better performance in sports), psychological (e.g., feeling good about oneself), social (e.g., gaining the trust of parents or the admiration of friends), or aspirational (e.g., making progress toward goals).

To encourage product adoption, the campaign must succeed in making clear to audience members that the product is desirable and laden with benefits. One means to accomplishing this is to make more salient the benefits the audience already perceives about the product. Another is to identify (or create) and then promote product benefits that audience members previously did not recognize.

Another approach to encouraging adoption of the product is to change (or reinforce) audience members' negative perceptions about the competing product. *For youth, the competing product is drug use, and for parents it is not taking action to prevent drug use*. As negative perceptions about the competition become more salient, the benefits of the recommended product also become more important.

A full discussion of the perceived benefits of the campaign's products is presented in the *Communication Strategy*. In brief, the *important benefits perceived by youth* of a drug-free lifestyle include cultivating the trust of parents, gaining increasing control over their lives, holding

on to things they value (such as a good part-time job) and making progress toward valued goals (such as full driving privileges). Parents perceive ample benefits from their adolescents' remaining drug-free, but many do not perceive that they can take actions to effectively encourage that outcome.

### **Price**

As is the case with consumer marketing, the “*price*” of a social marketing product includes the perceived value of all relevant costs associated with adopting the behavior (i.e., that which must be given up in order to gain the benefits). Relevant costs for adopting the behavior promoted by this campaign include time, effort, anxiety, and social discomfort or risk.

For some young people, the price of not using drugs is the risk of being seen as “uncool.” Another relevant price for many young people is feeling rejected or awkward about asserting themselves in the face of social pressure. For some parents and caregivers, costs include feeling uncomfortable talking with their kids about drugs (or feeling hypocritical if they themselves used drugs in the past), losing time needed for other activities, and losing the belief that their kids could not possibly be involved in drugs. For the youth-influential adult audience, the costs may include perceived lack of time to get involved, not wanting to “interfere” in other people’s business, and the belief that their efforts would have no positive impact.

There are two basic approaches by which the campaign can reduce the price associated with adopting the desired behaviors. The first and most important is to reduce “costs.” For example, the campaign can minimize the cost of refusing to try drugs by teaching youth easy approaches to asserting themselves in the face of social pressure, and helping parents to get beyond their feelings of ambivalence or hypocrisy because of their past drug use. The second approach is to communicate in ways that make perceived costs less salient or less important to the target audiences.

### **Place**

The “*place*” is wherever the target audience member receives the message. The National Youth Anti-Drug Media Campaign messages must be placed *where the consumer is*. The mass media will be an important “place” where both youth and adults will receive the messages of the campaign—whether through paid advertising, news coverage, entertainment programming, theater or home movies, or on the Internet. Within the community, there are also many places for messages: for young people, in schools, malls, movie theaters, and arcades; for adults, in worksites, supermarkets, and churches, and on transit advertising and highway billboards.

The success of this campaign will be largely tied to the actions of the “sales force”—parents, teachers, community and civic group members, health and human resource professionals, and others. An adequately prepared sales force will bring their considerable influence to bear on the lives of the youth target audience. In this fashion, the ONDCP social marketing campaign can reshape the media and social environments within which adolescents interact. The wider social marketplace of mass media must support the most intimate marketplace of ideas—the one found “across the kitchen table.”

**Promotion**

*“Promotion”* is at the crux of the integrated communication plan. It is primarily through promotional communication vehicles that ONDCP will disseminate the messages of the campaign. The National Youth Anti-Drug Media Campaign plans (this *Integrated Communication Plan*, the *Paid Advertising Plan*, and the *Corporate Sponsorship/Participation Plan*) represent the initial framework defining promotion efforts of the campaign. These initial documents, however, must actively begin a “living process” of strategic planning that continues in months and years ahead.



## CAMPAIGN PRINCIPLES

All activities of the ONDCP campaign should be directed by a yearly strategic planning process, based upon campaign design principles articulated in the *Communication Strategy*. In this section, we have reiterated those principles that are most relevant to the planning, management, and implementation of the integrated communication campaign.

### **All campaign messages and activities must be tied to the communication strategy.**

In consumer marketing, tremendous efforts are made to maintain strategic consistency in all marketing communication related to a company and its products. Integrated marketing communication is based on controlling “brand messages” to ensure that they are consistent, reinforce each other, and, most important, do not contradict each other. Similarly, if the National Youth Anti-Drug Media Campaign is to achieve its maximum potential, it is critical that all paid advertising and other communication components be an expression of the *Communication Strategy*. The central messages of the campaign should be repeated often and in a variety of ways. Repetition is important to enhance exposure to campaign messages; variety is important to capture the range of perspectives among audience members and to ensure that the messages will not be perceived as stale. When message planning and implementation are not integrated, work may go “off strategy,” reducing the level of effectiveness.

*Good campaigns are based on a strong central idea integrated into all planned messages. This idea is the focal point around which the various efforts and executions are balanced. The big, central idea [or ideas] is also important for locking the brand into the consumer’s mind because it tends to intensify recognition and recall. The richer the idea, the more easily it can be integrated into any type of planned message.<sup>13</sup>*

### **There is a critical need for strong, central management of all aspects of the integrated communication campaign.**

Even the best, most carefully conceived plan can go awry unless it is carefully implemented and controlled through central management. This will be an important issue for ONDCP and its communication contractor(s). Effective integrated communication campaigns must weave solid strategic ideas into all planned messages over an extended period of time (consider, for example, the consistent marketing communication in support of such brands as United Airlines, Pepsi, and NIKE).

ONDCP and its communication contractor must put into place a system of audience segment teams to ensure the consistency, integration, and proper timing of all campaign activities directed to a given target audience. Marketing communication teams such as this have been shown to be effective in the commercial marketing world in centralizing strategic planning, monitoring communication activities, and increasing campaign synergy.

## **The campaign must develop a strong brand identity to link its many activities.**

The need for an integrated communication campaign with a strong “branded” identity was suggested by each of the three expert panels involved in planning the campaign (the Campaign Design Expert Panel, Partnership Development Expert Panel, and Corporate Sponsorship Expert Panel).

Appropriate positioning and branding are critical to ensuring that campaign messages are easily identifiable and recognizable, that they reinforce the goals of the campaign, and that they win the target groups’ acceptance.<sup>14</sup> A unifying campaign brand ties campaign messages into a cohesive and integrated whole, which the audience is more likely to notice and remember. The branding features of the National Youth Anti-Drug Media Campaign should include a campaign name and logo or other graphic icon that can effectively position messages as credible and important.

While the messages, tactics, and strategies of the campaign will differ according to audience and may change over time, a brand position will help identify these varied components as parts of a single campaign. Tailoring the campaign’s universal messages to respond to regional, ethnic, cultural, gender, and age differences among members of the target audiences will require use of a variety of messages and channels. For example, Nike launches its new products through a marketing communication team that develops point-of-purchase and trade show displays, posters, video, and other visuals, all of which reinforce the positioning of, and key messages about, the Nike brand/logo.

Research must be conducted to ensure that proposed branding elements for the ONDCP campaign (e.g., campaign name and logo) properly position the campaign in the minds of the campaign’s diverse target audiences. Research results will guide ONDCP in developing a brand name and image that will form the basis of a unified and effective campaign.

## **Collaboration with other governmental and non-governmental national and regional programs is vital to the success of the campaign.**

A wide range of effective programs and materials related to youth drug prevention already exist on the Federal level as well as through national and community groups (far too many to describe in this plan). It will be critical that the managers of the National Youth Anti-Drug Media Campaign to link with these organizations during early campaign planning stages to maximize partnership activities and materials and *avoid duplication of efforts*. Solid collaborations with new and ongoing initiatives sponsored by organizations such as SAMHSA (Substance Abuse and Mental Health Services Administration), CSAP (Center for Substance Abuse Prevention), NIDA (National Institute on Drug Abuse), Partnership for a Drug-Free America, Community Anti-Drug Coalitions of America (CADCA), Join Together, and many others will ensure that ONDCP’s program activities are strategic and fill gaps that may exist.

**Such national collaborations will trickle down to the local level through community chapters to bring home the campaign messages across America. Although not “employed” by ONDCP, committed individuals in communities will serve as a “sales force.” The success of the campaign will be determined in part by how well the messages get out**

**through “personal selling.” Thus ONDCP must work with community, civic, and professional groups to ensure that members of the sales force understand their important role and to provide them with information and tools to meet that role.**

As one example, the National Youth Anti-Drug Media Campaign plans to work with community drug coalitions through *The Drug-Free Communities Act of 1997*. ONDCP will disseminate information and materials to these important coalitions, and provide them with technical assistance that will enable them to be active partners in the youth campaign. There may also be call for a quasi-public/private entity with the operational flexibility and mission of orchestrating such collaborations in the years ahead for future generations.

**The involvement of youth in creating and disseminating campaign messages is critical to ensuring that messages are meaningful to them.**

To ensure that the messages of the campaign reach young people effectively, it will be critical to gain their ongoing input so campaign activities will be appropriate and effective. In addition, communication specialists with expertise in communicating with youth audiences must be included in the program management team.

To achieve accurate, attention-getting youth messages, ONDCP should:

- Conduct on-going formative research with selected youth audience members.
- Consider youth as creators of, and spokespeople in, advertisements, programming, materials, and publications.
- Continue to seek input from experts in advertising and other relevant communication companies with a record of success with youth audiences.

**The involvement of minority communities is crucial to ensuring the effectiveness of the campaign.**

Ongoing input should be solicited from members of minority communities to ensure that campaign activities are appropriate and effective. Communication specialists with expertise in working with such communities must be included in the program management team.

To gain their involvement and ensure that messages reach diverse audience members, ONDCP will continue to:

- Involve organizations representing minorities and other special populations at the national and community levels in campaign planning and implementation (carrying both messages and activities to their communities).
- Conduct on-going formative research with audience members from diverse racial and ethnic backgrounds.

- Include minority youth, their parents, and other youth-influential adults as messengers and spokespeople in advertisements, programming, materials, and publications.
- Seek input from advertising and other relevant communication companies with a record of success with minority, ethnic, and other special audiences.

**Collaborations with corporate America can significantly extend the campaign's efforts.**

Corporate America has tremendous resources and considerable motivation to help address the adolescent substance abuse problem. At a minimum, corporations can provide the campaign with direct access to large numbers of parents and teenagers in their employ. Many corporations will also be interested in contributing to the campaign in a variety of other ways, including using their own marketing resources to become official campaign sponsors. Corporate sponsorships and participation provide unparalleled access to communication channels that can have immediate and long-term impacts on the campaign's success.

## MULTIPLE COMPONENTS—ONE INTEGRATED COMMUNICATION CAMPAIGN

Communication campaigns typically work by gradually influencing audience members' perceptions and then shaping the content of their conversations with friends, family members, and others. Over time, these dual influences can have a potent effect on behavior. The ONDCP integrated communication program will make unique and important contributions by using a range of communication vehicles (e.g., paid advertising, corporate partners, the entertainment industry) to ensure that the messages are frequently and consistently received and discussed by members of the target population.

### PAID ADVERTISING COMPONENT

Advertising, in and of itself, is a powerful force, as attested by the billions of advertising dollars spent every year by corporations across the globe. Because of its unique ability to achieve message reach and frequency, advertising is frequently positioned as a core component of integrated communication campaigns. ONDCP and the Partnership for a Drug-Free America will implement an aggressive advertising campaign in response to the *Communication Strategy*. The advertising will quickly and efficiently reach the vast majority of target audience members on a frequent basis (an average of about four times per week). As such, advertising is an extremely important tool in the ONDCP communication mix. To this end, ONDCP, PDFA, The Ad Council, and others are encouraging thoughtful audience research and seeking to harness the talent of the nation's most creative advertising agencies and behavior-change experts. This will ensure the most effective advertising possible for the campaign. The process by which advertising will be created is described in the appendices.

### NON-ADVERTISING COMPONENTS

While advertising will quickly and efficiently reach the target audience with compelling anti-drug messages and images, it is but one of many influences in the lives of our target audience members. As consumer marketers recognize, breaking through the clutter and ultimately *moving people to action* requires the impact of frequent mass and interpersonal communication.

Given the challenging nature of the social and psychological conditions that must be influenced to achieve its goal, the National Youth Anti-Drug Media Campaign must use multiple mass media and direct communication channels over a substantial period of time to achieve an effect.

Along with paid advertising, ONDCP will use five other key non-advertising components to "layer" key campaign messages onto the target audiences:

- **Partnerships** with community, civic, and professional groups, and government organizations;
- **Entertainment industry collaborations;**
- **Interactive (Internet and new) media** projects/activities;
- **Public Information (News Media Outreach); and**

- **Corporate sponsorship/participation.**

To extend the range and depth of the non-advertising components in the campaign, Porter Novelli and its partners (Millsport, a corporate sponsorship firm, and IEG, a corporate sponsorship analysis firm) developed a *Corporate Sponsorship/Participation Plan* that outlines an approach for generating additional operating resources (including cash, in-kind resources, and paid promotional media) by offering sponsorship rights to the campaign (see appendices). If implemented during the campaign, this plan will enable ONDCP to carry out significant additional activities in important venues including schools, worksites, and at professional sports events. (Note: ONDCP has not yet determined if or when corporate sponsorship activities will take place.)

### **A Note about School Outreach**

Obviously, reaching students in school with comprehensive anti-drug programs is critically important. It lies within the scope of other organizations to implement specific educational programs and formal curricula in schools, so this campaign does not propose specific pedagogical initiatives. Nonetheless, through communication vehicles described here (the paid advertising and the corporate sponsorship plans particularly), the ONDCP campaign will reach students in school and after school with campaign messages. Creative ideas will employ student media (in-school publications, television programs) and Internet applications primarily through creative corporate-sponsored programs (such as a national concert/school assembly “events”).

## **ROLES AND PRINCIPLES: RECOMMENDED COMMUNICATION COMPONENTS**

The unique roles of each of the five non-advertising components, as well as recommended principles for working within them, are described in this section. (Details of the advertising component are developed in the *Paid Advertising Plan*.)

### **The Role of Partnerships**

Partnerships with organizations in the public and private sectors are essential to meeting ONDCP’s campaign goal. While advertising and news media can raise the importance of this issue on the nation’s agenda, interpersonal strategies and the community structures that sustain them can create enduring behavior change and create a supportive context for new behavior. Interpersonal activities can be accomplished through partnerships with organizations that can extend the campaign by acting as intermediaries for getting messages into the national and local communities they serve.

Partnerships must be developed with a wide variety of national organizations, especially those with linkages into communities. Examples include organizations with drug use prevention missions as well as youth service, parent, education, civic, fraternal, religious and voluntary organizations, and professional associations. Government organizations can help achieve synergistic and complementary efforts on a Federal and regional level. (Representatives of many of the groups described above were involved in the ONDCP/Porter Novelli Partnership

Development Expert Panel meeting held in Washington, D.C., on November 13, 1997. A copy of the meeting summary report and a list of participants are included in the appendices.)

### ***Guiding Principles for Partnerships***

Developing and maintaining effective partnerships—those viewed as valuable and productive both by ONDCP and its partners—requires effort and adherence to a formal process. The following restatement of principles articulated by members of the Partnership Development Expert Panel in November will help establish and maintain effective partnership efforts for this campaign.

#### **Partner with already existing networks related to youth and drug prevention for maximum dissemination of campaign messages.**

Strong partnerships with broad-reaching organizations will save time and resources. Efforts should be made to identify and include groups that have the ability to reach far beyond themselves to peer organizations and members.

#### **Involve partners at the earliest stages of program planning.**

Such involvement will help ensure their "buy in," but is also needed to make sure that partner organizations take on roles that they perceive as important, and that they are prepared to carry out.

#### **Recognize and build on the current and planned roles and activities of partner organizations, and avoid duplication of efforts.**

This will require up-front coordination with potential partners to identify and synchronize roles and activities that already exist or need to be developed. Where activities exist, it will be important to support those that are consistent with the *Communication Strategy* and avoid "undermining" activities that are important but outside of the purview of this media campaign (for example, drug prevention education curricula in schools).

#### **Involve organizations across many sectors of society.**

The complexity of the anti-drug issue requires the use of different strategies for different audiences. Involving organizations and individuals from many sectors (including education, government, youth service, fraternal, faith, and ethnic communities) can increase the breadth and effectiveness of drug abuse prevention programs at all levels of society. These partnership efforts should incorporate the media and corporate sectors. Each can contribute in different ways and reach different audiences.

#### **Include partners that reflect the diversity of cultures represented in the current American landscape.**

Such partnerships should be developed both at the national and at the local levels. Partnerships with organizations representing Native American, Hispanic, African American, Asian, and other

backgrounds must be developed through the ONDCP campaign. Outreach materials and media vehicles/techniques should be tailored appropriately.

### **Clearly communicate ONDCP's media campaign's role in youth drug prevention activities.**

Because of the vastness of the youth drug prevention issue and the range of partner efforts, it is important to specify and communicate how the ONDCP media campaign fits into these existing efforts: what this campaign *will and will not* address, and why. For example, the delivery of services (such as mentoring programs, youth after-school activities, and treatment services) is beyond the scope and capacity of this campaign. Such services are important components of the overall drug prevention effort, and, where they exist, the role of the campaign would be to publicize and make reference to them. Care should be taken to avoid raising unreasonable expectations.

### **Provide partnership organizations with materials and other information resources needed to support the campaign.**

ONDCP and its contractors will identify and develop resources that national and local partners can use to forge linkages between campaign messages and partnership resources in the community. For example, ONDCP must be able to estimate demand for and provide sufficient quantities of campaign materials to local partners (e.g., posters and brochures). This will require adequate distribution, monitoring, and fulfillment systems. In addition, mechanisms must be available to support ongoing communication with partners about campaign and partnership activities (e.g., through the Internet).

### **Coordinate local community partnerships with corporate and media activities.**

The paid advertising and corporate sponsorship/participation plans include built-in opportunities to promote and link national campaign activities with local communities. For instance, a nationally sponsored corporate event for parents could be publicized by local organizations. Local chapters of national partner organizations need to be fully aware of these opportunities so that they can maximize the effectiveness of their involvement. Internet collaboration tools can prove indispensable in facilitating such coordination.

### **Recognize and reward partners for their contributions toward meeting the campaign goal.**

Recognizing successful partner contributions at all levels is vital to maintaining and nourishing partnerships. Also, other communities and organizations should be encouraged to replicate activities that have been successful. In some cases, partners can leverage such recognition into financial or community support for youth drug prevention programs.

### **Track and evaluate partnership activities.**

As an important evaluative component of the campaign, partnership activities must be assessed. Tracking and evaluating partner activities will entail cooperation of partners in reporting on their activities; some assistance from ONDCP may be required to assist partners in tracking their efforts.



## **The Role of the Entertainment Industry**

Undeniably, the world of entertainment has an enormous impact on Americans, young and old alike. Many of us spend considerable time enjoying movies and home videos, dramatic, comedy, and sports programs on television, music, computer games, and theater. Celebrities (including those in professional sports) wield enormous influence as role models. Trends that start in the Hollywood hills often become the norm in even the smallest communities throughout the country.

Young people, in particular, are greatly affected by music, television, and movies (and, increasingly, computer games and Internet sites) that compete with parents and teachers in a race to shape their attitudes and values. Television consumes a great deal of time during many young peoples' formative years. Adolescents, on average, spend 22 hours a week watching television (and some as much as 60 hours). Research has shown a correlation between heavy television viewing and lowered academic achievement, and between the viewing of violent content and subsequent aggressive feelings and behavior. Findings such as these have led to strong criticism of the entertainment media by children's advocates and other leaders in Washington and elsewhere.

At the same time, popular media have often delivered to children and their families some of the most moving, informative, and uniting societal messages. The entertainment industries have enormous potential to influence attitudes and behaviors in a positive way by providing accurate information, realistic depiction, and positive images and messages that encourage youth to lead a drug-free life.

***Despite the media's frequently cited negative influences, their potential to affect adolescents' lives for the better is great indeed...[Television, videocassettes, music videos, and radio] can be powerful tools for teaching a wide range of cognitive and social skills.<sup>15</sup>***

Some individuals and organizations in the entertainment world (for instance, television) have made major contributions to public health goals through sharing program content on important social and health issues (for instance, related to alcohol and designated drivers, seat belt use, and drug use). In fact, at the time of this writing, an episode of "Home Improvement" (one of the most popular shows in America for both adults and teens) sensitively and effectively dealt with marijuana use by one of the kids in the family. Such efforts should be recognized and commended. Many opportunities exist for the National Youth Anti-Drug Media Campaign to encourage the development of entertainment programming that "model[s] examples of healthy development in childhood and early adolescence [and] increase[s] public understanding of what it takes to raise competent youth."<sup>16</sup> Young people's enchantment with media can also be used to teach them media literacy skills that help them recognize manipulative, inaccurate and seductive imagery in the media messages and images that bombard them every day.

*An Important Note:*

The prototype *Paid Advertising Plan* developed by Creative Media includes a separate binder of proposals from media corporations that have offered unique programming opportunities. The winning contractor should seriously consider these proposals in developing activities with the entertainment industry. (This will be provided to the contractor[s] awarded the work). In addition, the *Corporate Sponsorship/Participation Plan* includes recommendations for gaining the support of professional sports teams and celebrities.

### ***Guiding Principles of Collaborating with the Entertainment Industry***

The entertainment industry is unique in many ways and encompasses a broad range of venues. For the purposes of this plan, we have limited our discussion of entertainment to areas that particularly reach the target audience of this campaign: television entertainment (including sports programming), movies (in-theater and home videos), and music. Discussions with experts in the entertainment industry have led to the following suggested principles for collaboration with that industry.

#### **Don't place blame; recognize and commend positive activities on the part of the industry.**

Members of the entertainment industry are frustrated at being blamed for social ills, and conversely for not being recognized for their positive contributions. Work with members of the entertainment industry should be done in a spirit of partnership and collaboration, engaging them on creative and humanistic levels, and avoiding the placing of blame.

#### **Respect the fact that the freedom to be creative is at the very core of success for people and projects in the entertainment industry.**

Efforts need to be made to maximize, not constrict, the creative talents of the entertainment industry by eliciting their input in generating ideas for communicating with the youth and adult audiences through entertainment programming.

#### **Involve leaders in the industry in the earliest stages of this campaign.**

Earning the interest and commitment of industry leaders and organizations early in the campaign will help ensure involvement of other individuals at all levels of the creative production process.

#### **Isolated meetings will not be sufficient to result in success; continuity and consistency are needed.**

Ongoing relationships with members of the industry are needed to identify and implement collaborative activities. It will be extremely beneficial for ONDCP to have a consistent physical presence in the center of the entertainment industry: Los Angeles. An effective way to do this would be to establish an office in Los Angeles and staff it with at least one person with established contacts in entertainment.

**Whenever possible, coordinate with partner organizations that have complementary goals to avoid duplicative requests to the entertainment industry.**

ONDCP will consider partnering with other organizations concerned with the issue of youth drug use and other youth substance abuse issues, if appropriate, to streamline efforts and speak with “one voice” to the entertainment industry.

**Entertainment and sports figures have tremendous appeal to both youth and adults and should be included, as appropriate, in campaign activities.**

As recent campaigns such as “Got Milk?” have shown, carefully selected celebrities can capture the attention of the audience. Research should be used to identify celebrities who have credibility and are compelling to the target audiences. It is important to keep in mind that celebrity involvement brings with it some element of risk should their future behavior run counter to the goals of the campaign.

## **The Role of Interactive (Internet and New) Media**

During the past five years, the use of the Internet and other new interactive media<sup>\*</sup> has grown at a tremendous rate. For many Americans, the Internet has now become an important source of information and entertainment. It can be an extremely good way to reach target audiences efficiently and effectively, and information retrieval by users (advertising, in particular) can be measured in ways that no other mass media channel can achieve. The medium can also provide powerful new ways to coordinate stakeholders and develop collaborations.

Analysts expect the steep growth trends of Internet and other interactive media to continue. They point out that the success formula for an organization seeking to communicate to consumers online is in “forging the right partnerships and executing ideas swiftly.”<sup>17</sup>

A recent snapshot of Internet usage by adults shows:<sup>18</sup>

- 31.5 million adults are online.
- 55 million more adults are ready to come online in 1998.
- Of those adults online, 2 out of 4 (49%) use the Internet daily.

A similar snapshot for young people shows:

- In 1997, 17.3 million youth aged 17 or less were using online services with predictions that this market will grow to 21.8 million in 1998.
- 52% of homes with teens have personal computers (PCs).<sup>19</sup>

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<sup>\*</sup> “New interactive media” is a general term referring to electronically based information sources (the World Wide Web, Internet, e-mail, and CD-ROMs) that can be used as a source of information and/or entertainment.

- 32% of teens used online services in 1997, up by 50% from 1996.
- 54% of teens using online services do so from school, 40% from home; 44% check out sites, 41% chat.
- Projected Internet access in schools by students in grades K-12: 1997 = 74%; 1998 = 89%; 1999 = 93%; 2000 = 95%.

Studies are finding that Web site banner advertising (a form of online advertising) can be an effective way to communicate and generate recall. In fact, some studies indicate that Web site banners have a higher retention rate than do television ads.<sup>20</sup> Online ONDCP advertising can be used to ensure that the campaign's parent, youth, and other youth-influential adult Web Sites get high exposure by directing users to them. ONDCP banner ads can also instantaneously counter pro-drug messages. When a person seeks pro-drug information through using keywords, ONDCP ads can be made to appear on the screen simultaneously. This type of immediate reaction is unequalled in any other medium.

Finally, it is also true that campaign use of the Internet per se will be newsworthy. Internet initiatives receive trade and general press coverage. The campaign should seek to generate such press when it launches Web projects.

### ***Guiding Principles for Interactive Media***

While ONDCP may wish to execute specific projects directly to serve limited and clearly defined needs, the key to success on the Internet will be to establish productive, creative Internet/interactive media partnerships, and to move swiftly to adapt to emerging opportunities in this fast-paced medium.

**To generate Web information that young people will interact with, recognize how young people relate to the Internet, and plan accordingly.**

As with any medium, an understanding of how it is used by the audience, particularly in conjunction with other activities, will help focus campaign efforts effectively. Teens understand and are comfortable using the Web, and get a feeling of power and control from doing so. In addition to this sense of empowerment, the Internet (and technology in general) is perceived as very "cool" by youth (especially the age 13-17 group). These facts should be taken into consideration in planning and developing online projects for youth.

**Online users are frequently in an "action mode" when they use the Internet.**

The Internet is not simply informational—it is "transactional." The value of the Internet is not the ability to just deliver information (although it can deliver a lot of it), but to allow a user to learn as much as he or she can about a subject—be it a computer or car—and then to take action. For example, Internet users can now shop for airfares, compare rates, and purchase tickets online.

Therefore, the Internet resources developed for the National Youth Anti-Drug Media Campaign should focus on teaching the user and then encouraging him/her to take action (e.g., not use drugs and encourage their friends not to, sign up for a community anti-drug special event). The medium can also prove effective for stakeholder coordination and fostering collaborations among audience segments, campaign partners, and prevention professionals in states and communities across the nation.

### **Use the Internet to save money.**

Using the Internet will help the campaign realize efficiencies in materials distribution. For instance, the ONDCP Web site could be an effective online clearinghouse and central distribution point where partner organizations can download materials (however, some hard copy materials will still need to be made available because not everyone has access to online technology).

### **Reach the target audiences in as many appropriate sites as possible on the Internet.**

A decentralized approach is advisable: purchasing paid Internet advertising “banners,” and perhaps even more important, getting unique programming content on Web sites (existing commercial entertainment and nonprofit “prevention” sites), and developing original sites as needed.

### **Leverage Internet content projects through paid advertising partnerships to deepen and extend the reach of campaign messages.**

Web site brands are hungry for advertising dollars. Because of this, ONDCP likely will be able to leverage online advertising budgets into comprehensive online communication programs that include not only Web site banner ads but also unique editorial coverage and other creative content solutions.

### **Partner with established online brands to maximize marketing and reach.**

Both traditional and online media that target teens have become very competitive. For example, during the week of January 7<sup>th</sup>, 1998, two media giants—Disney and Time Warner, announced the launch of new magazines targeting teens (an online Entertainment Weekly for kids called D-zine and a Teen People print magazine). These two efforts add to the considerable teen- and children-related marketing efforts of America Online, MTV, Nickelodeon, and others. Rather than compete with these formidable efforts, we should harness the marketing strength of these companies to help deliver messages. ONDCP should also consider the cross-media opportunities of projects where commercial vendors closely integrate Web initiatives with print and television.

## **The Role of Public Information (News Media Outreach)**

The campaign must take an active stance in educating and informing the public through mainstream press. A media message is especially compelling to the target audience if it is presented through trusted news professionals, rather than through paid advertising. News media stories and public affairs programming gain credibility that cannot be achieved through paid

messages. News coverage can also be very effective in reaching minorities and young people, through programs and publications that most effectively reach them. While news media outreach does not guarantee that a communication campaign will succeed, such coverage can play a substantial role in effectively communicating campaign messages. Therefore, the news and other information media are critical to the success of the ONDCP campaign. There are few substitutes for an article in a major daily newspaper, a feature story on the network or local television evening news, or a radio talk show that examines the issue in depth. Media stories can help bring an issue to life, particularly when delivered to an audience by peers or other people they identify with.

### ***Guiding Principles for Public Information (News Media) Outreach***

ONDCP will make a substantial effort in news media outreach to ensure that these efforts reinforce those of paid advertising and other communication components. The outreach should be conducted specifically to reach youth and adult-oriented media with messages based on the *Communication Strategy*. ONDCP will be proactive and responsive to the needs of established press outlets.

#### **Communicate interesting and useful story information consistently to media that reach specific target audience segments.**

Teens favor certain magazines (e.g., *YM*, *Vibe*, *Seventeen*), listen to particular radio stations, and watch certain programs (e.g., FM radio, MTV). Members of minority communities often use certain types of media more than others (for instance, certain adult Hispanic populations listen to Spanish-language radio, whereas Hispanic children use mainstream English-language media). This differentiation and segmentation of media by different target audiences must be a key consideration in all news media outreach and relevant materials need to be tailored to meet those specific needs.

#### **Build and maintain ongoing relationships with both national and regional media.**

Good relationships are important to ensure continuing media coverage. This can occur by continually providing them with useful and timely drug use data/trends and program evaluation information, as well as with appropriate feature story suggestions tailored to their audiences' interests. The ONDCP public affairs office already serves many national and local reporters, and will be kept apprised of public affairs outreach efforts related to the campaign. Working with local media outlets will help to maximize the impact of campaign messages around the country, and ONDCP will seek to involve partner organizations that can work with media on a community level.

#### **Creatively pursue both hard news and feature story placements.**

It is important to leverage both "hard" news and feature stories related to youth drug use in order to reinforce key messages and establish the relevancy of the youth drug prevention issue through breaking news and in-depth feature coverage.

***Manage issues and prepare for the unexpected.***

As with any large campaign, unexpected issues inevitably arise. The key is to be aware of these issues, prepare appropriate responses, maintain communication with the media, and utilize ties with key stakeholders (such as representatives of partner organizations) that can provide communication support through spokespeople and related roles. The guiding principle for any such response will be to consistently provide factual information in the interests of reducing youth drug abuse.

**Seek news coverage opportunities in media channels where advertising is placed to reinforce campaign messages.**

Both paid advertising and news media outreach must focus on placing messages into the most effective media channels for each target audience. The *Paid Advertising Plan* contains an audience/media matrix with a sample listing of media formats most appropriate for each target audience (included in the appendices).

# INTEGRATED COMMUNICATION PLAN: RECOMMENDED STRATEGIES AND TACTICS FOR YEAR ONE

## ***PHASED PLANNING APPROACH***

Multiyear communication campaigns such as this one are most effectively planned and implemented in phases, as priorities will shift depending upon program and external factors (such as funding, usage rates, and prevention research findings). With its communication contractor, ONDCP can carry out a yearly campaign planning process that will take into account:

- 1) Principles, strategies, and tactics from the following documents—*Communication Strategy, Integrated Communication Plan, Paid Advertising Plan, Corporate Sponsorship/Participation Plan*, and other related documents;
- 2) Evaluation/feedback from campaign activities in progress;
- 3) Emerging data on youth drug use and research findings (including communication research) on effective youth drug prevention;
- 4) Relevant external and internal factors.

This document contains recommended objectives and strategies for the entire campaign. Tactical recommendations are limited only to those that should begin in the first year of the campaign.

***Important note:*** Before any of the recommended tactics are implemented, a review of current relevant activities and materials is advisable. On-strategy activities of other organizations may be supported and expanded upon to avoid duplication. For instance, the National Clearinghouse for Alcohol and Drug Information has immense resources about substance abuse prevention, which should be included in planning for new publications. Moreover, such groups as the National Crime Prevention Council, the Ad Council, and the Partnership for a Drug-Free America, among others, have literally decades of combined experience in anti-drug efforts; their wealth of knowledge will be invaluable.

Recommendations for Year 1 of the campaign are focused on strategies and objectives for the campaign's three target audiences (youth, adults, and youth-influential adults), and are further subdivided by: 1) national campaign launch tactics and 2) other Year 1 tactics. They are discussed in the sections that follow.



# YOUTH AUDIENCE

Target audience definition, communication objectives, strategies, and Year 1 tactics associated with youth audiences for the National Youth Anti-Drug Media Campaign are described in this section.

## TARGET AUDIENCE DEFINED

Primary youth audience:

- Middle school-aged adolescents (approximately ages 11-13), focusing specifically on at-risk non-users and occasional users.

Secondary youth audiences:

- Late elementary school-age adolescents (approximately ages 9-11), focusing specifically on at-risk non-users and occasional users.
- High school-age young adolescents (approximately ages 14-18), focusing specifically on at-risk non-users and occasional users.

## COMMUNICATION OBJECTIVES

**Communication Objective 1:** Instill the belief that most young people do not use drugs.

**Communication Objective 2:** Enhance perceptions that using (specific) drugs is likely to lead to a variety of negatively valued consequences.

**Communication Objective 3:** Enhance perceptions that a drug-free lifestyle is more likely to lead to a variety of positively valued consequences.

**Communication Objective 4:** Enhance personal and social skills that promote positive lifestyle choices as well as resistance to drug use.

**Communication Objective 5:** Reinforce positive uses of time (as behavioral alternatives to drug use).

## STRATEGIES

The following three strategies are proposed to guide the creation and implementation of integrated communication tactics for youth.

***Strategy 1:*** Maximize the delivery of youth campaign messages through multiple media and interpersonal channels.

***Strategy 2:*** Involve youth in developing campaign programs and messages to ensure that the campaign speaks to them (and is accepted).

**Strategy 3:** Use real members of the target audience to demonstrate behaviors and consequences (i.e., make the audience the message).

## TACTICS

Following is the outline for youth audience tactics for Year 1. Each of these sections is elaborated in the following pages.

### **Launch-Related Tactics**

- I. National Campaign Launch
- II. Youth Internet Activities

### **Other Year 1 Tactics**

- I. Entertainment Summit
  - II. Entertainment Industry Liaison and Advisory Panel
  - III. Special Television Programming and Educational Outreach
  - IV. Other Entertainment Industry Activities
  - V. Youth Campaign Advisory Panel
  - VI. Promotion and Support of After-School Peer and Youth Mentor Activities
- Computer-Based Anti-Drug Skills Building Activities
- Public Information (News Media Outreach)

## ***LAUNCH-RELATED TACTICS***

### **I. NATIONAL CAMPAIGN LAUNCH**

The launch of the National Youth Anti-Drug Media Campaign is an unprecedented opportunity to put the issue of youth drug use prevention squarely on America's radar screen. Effectively implemented, the launch will:

- Create a groundswell of national attention about this issue through news and feature coverage in media outlets that reach the target audiences; and
- Build understanding of and support for the campaign goals among partner groups and stakeholders.

The campaign launch needs to generate excitement and a sense of something “new” and “cool” so that youth, in particular, will take notice. It should be a multifaceted “happening,” ideally coinciding with the rollout of the advertising nationally and the middle of the school summer vacation period.

This can happen, in part, through unique media partnerships with paid advertising partners. (For instance, in a recent advertising proposal, a major broadcast television network has offered to dedicate the month of June to broadcasting anti-drug messages through advertising, entertainment, and information programming on major news magazine shows seen by millions. Launch events would introduce the campaign's new name, graphic symbol, and perhaps slogan to successfully communicate the essence of the campaign messages to all target audiences (which would require audience testing in advance of the launch<sup>1</sup>).

Depending upon time available for planning, two simultaneous launch events, one aimed at youth and the other to be held at the White House or other appropriate Washington, D.C., site, may be advisable and could generate attention. Any launch events should celebrate the positive elements of youth—their accomplishments and aspirations, and the role a substance-free lifestyle can play in a full and successful life. One-page paid advertisements in major newspapers (such as *USA Today*, *The New York Times*, *The Washington Post*, and *The Los Angeles Times*) could announce the launch and call America's young people and adults to become part of this national initiative. (*Time* magazine has offered one-page advertorials that may be used here.) Newly produced broadcast and print advertising from the Partnership for a Drug-Free America (PDFA) will be showcased at the launch event and included in media kits for reporters.

Representatives from media organizations that have offered unique “match” components could be invited to the launch event, as well as leaders in the entertainment industry and celebrity spokespeople. Corporate partners that have already contributed to Phase I of the campaign could be invited and their contribution noted.

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\*The name and logo development process are proposed and budgeted as part of the *Corporate Sponsorship/Participation Plan*.

## **Washington Event**

The Washington event will bring together and build enthusiasm among parents and youth representatives, community and national partner groups, representatives of ONDCP, other government agencies, the White House, and Congress. Spokespeople and participants should be drawn from key government and non-government partner groups, including the Partnership for a Drug-Free America, Ad Council, CADCA, other civic and community groups, and media and/or corporate partners. Event elements likely would include:

- Unveiling the national name and logo for the campaign;
- Remarks by key spokespersons (Director McCaffrey, the President, member of Congress, young people, community group leaders);
- Unveiling a youth online initiative;
- Viewing new television ads;
- Highlighting partnership activities that have already been put into motion (for example with corporations, national sports leagues, media, or other high-interest groups).

## **Youth Launch Events**

Most young teens pay little attention to the traditional news media that will cover the Washington launch event. Therefore, efforts should be made to reach into places where young people *are* routinely tuned in—namely, television programs, radio stations, movie theaters, and in-school media. If possible, a youth launch event, perhaps at a major theme park, could make the event come alive through live music from one or more popular musical artists, youth celebrities, and other elements. Other ideas that can help make the launch “speak” to young people:

- ***Tap into major media partners for exciting launch components.*** Several major media companies have already shown their enthusiasm for this campaign, submitting unique paid advertising proposals. One or more of these companies may want to develop youth-focused on-air and other launch components and take part in the launch. One idea could be a nationally televised, prime-time youth “town hall” forum on the evening of the launch where young people could talk about the drug issue from their own perspective. In between prime-time programs, a network could place “interstitials,” a series of mini-messages by the network’s talent that leads viewers from one show to the next (many stations already do these locally and use national inserts as well). Another idea could be a musical event centered at a venue such as a major theme park. (A concert was already proposed by one broadcast company as part of its paid advertising plan.) A teen magazine has offered to do full-page advertorials, which could be used as first-person youth perspectives that could be released at the time of the launch.
- ***Attention-Grabbing Advertising.*** Making sure that as many young people as possible are exposed to the campaign advertising around the launch is a major goal. There should be very heavy ad buys on the day of the launch and throughout the subsequent “launch weekend,” in television, radio, and outdoor venues. Creative paid advertising techniques such as “roadblocks” (placing ads on all television stations at the same time) could also generate tremendous reach among the youth audience. This saturation approach could include placing advertising before

movies in theaters (particularly summer “blockbusters”).

- ***Kick-off Online Youth Community.*** A major online initiative for young people holds great promise for reaching millions of youth. Depending upon time for planning/development, such a site could go online in the morning (perhaps with an official first “log-in” by a young person along with a member of the press), followed by a series of online activities with kids that begin after school and go into the evening. The online site could also tie into a prime-time evening television program (such as the a youth town forum). In real time, young people could write their comments and questions on the Web site for inclusion on the live television program. One or more teen-specific print or television outlets could be invited to get an exclusive inside look as the site is being developed, and media will be encouraged to go online to preview the site before the launch. The online site addresses would be promoted in all launch campaign materials.
- ***Youth Campaign Advisory Panel.*** A Youth Campaign Advisory Panel of representative young people could meet regularly throughout the campaign to give their input on how to reach their peers with “cool” messages and activities about drug prevention. They might meet initially before the launch to give input, and participate at launch press events and in individual interviews. Media are likely to be interested in young people helping to shape a national campaign, and may want to follow the progress of the panel. Stories could appear in broadcast media that reach young and old alike such as entertainment magazine shows, network evening or morning television and radio shows, and in-school media channels.
- ***Youth Spokespeople.*** Young people’s personal stories and views will hold strong appeal to both the media and other young people who want information they perceive to be real and honest. Young people (including those on the Youth Campaign Advisory Panel) would be key spokespeople for the launch and throughout the campaign.

## II. YOUTH INTERNET ACTIVITIES

### **An Online Community of Their Own**

The adolescent and teen years can be very difficult ones, fraught with developmental challenges. The objective of an online initiative is to provide youth with what they consider to be a cool, non-threatening “community” where they can seek information and connect with others about the “real” issues that concern them.

Ideally, the site will be “owned and operated” by young people, allowing it to evolve with limited direct adult supervision (although it will be monitored for appropriateness). It would be an environment where young people can share their stories and feelings about drugs and other challenging topics. Decision-making, risky behavior (including drug use), surviving the tough transition periods of adolescence and teen years, friendships and peer pressure, and self-esteem are all topics that could be covered. Elements of the site might be:

- Message boards that allow youth to ask experts about drug-related problems (similar to the “Ask Alice” service at Columbia University)
- Online chat rooms for moderated group discussions (chat activities could also feature expert and celebrity appearances)<sup>2</sup>
- Interactive, experiential components showing consequences of drug use and other risky behavior
- Online surveys, peer challenges, and competitions for prizes
- Co-branded products: clothing, “gear” and other “cool items” that allow teens and children to show that they are part of a substance-free life

A small panel of representatives from ONDCP partners may be invited to serve on an “editorial board” for the site, to regularly review the site content and ensure that it strikes the right balance between creating a teen atmosphere and delivering vital program messages. (For example, the editorial board could consist of industry analysts, online brand representatives, educational partners, and ONDCP staff.) As appropriate, the Web site address would be included in all materials and in ads targeted to youth.

As described, ONDCP should provide for limited “site of reference” for youth that will ensure that they can get “the basics” online. Beyond this, however, leveraging paid online advertising dollars with one or more established Web sites will extend the online reach substantially, through ongoing marketing efforts of established sites\* (such as American Online, Disney, Nickelodeon, or other similar online services).

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<sup>2</sup> Although chat rooms offer ‘free-form discussion,’ major online brands (e.g., AOL) employ individuals to monitor chat rooms to make sure the discussion is controlled. According to a February 17, 1998, article in the *New York Times*, when using AOL, users spent 20% of their times in chat rooms. That same article showed that 2.2 million young people (18 and under) are online with AOL. According to estimates from a FIND/ SVP Report on Feb. 26, 1997, this is approximately 40% of all young people online at home.

## ***OTHER YEAR 1 TACTICS***

### **I. ENTERTAINMENT SUMMIT**

To increase awareness and collaboration with the entertainment and music industries, a summit should be held in Hollywood or Washington. The aim would be to have a frank, productive dialogue regarding how we can harness the significant potential that television, movies, and music can have in helping youth live drug-free lives.

One goal of this summit will be to learn from industry representatives how involvement in this campaign could serve both their professional and community-minded interests. Recommendations will become part of future discussions and written communication with industry representatives, so that a synergy can be fostered wherein the industry's efforts to help the campaign will generate both tangible and intangible benefits. While many in the industry may simply be energized by an opportunity to give creativity to this unprecedented social-marketing enterprise, others may also want to serve their professions by strengthening their industry's "corporate citizenship."

Invitees could include television and film creators, programming/production executives, and members of the music industry (musicians, key studio representatives, radio networks, music magazines. Upon further analysis, a separate music industry summit may be advisable.). ONDCP representatives and those from other relevant government and non-government partner organizations would also be invited to participate.

A primary objective of the summit would be to increase the extent and range of entertainment industry efforts that support campaign goals. Areas for collaboration could include television program content, creation of anti-drug comedy projects and media literacy projects (an example could be, "Media Minutes" with creators and actors discussing drug use depictions in movies and on television). We can build upon relationships already established with the Caucus of Producers, Writers and Directors, Writers Guild, and others, and forge new relationships with other influential industry organizations and individuals.

Music plays a central role in most young people's lives. Projects with the music industry could involve creating on-air radio programming and promotional events, and identifying musical artists and developing musical products (CDs) that communicate anti-drug messages through song lyrics, concerts, and promotional/publicity work. Excellent examples of relevant music industry programs include "Music Cares" and "Grammy in the Schools," both potential opportunities for collaboration.

Media coverage of the summit in entertainment industry trade magazines as well as in mainstream media will help spread the word about the industry's positive involvement in a critical social cause. There may be an opportunity for corporate sponsorship of the summit, and/or of distinct projects that emerge out of the summit. Celebrities or other influential individuals in the industry may want to support the campaign as spokespeople.

## **II. ENTERTAINMENT INDUSTRY LIAISON AND ADVISORY PANEL**

Creative and tangible progress with the entertainment community requires ongoing presence and commitment, perhaps best exemplified by having a paid ONDCP representative(s) in Los Angeles who can keep in close touch with the creative community to both hear their ideas and concerns, and to keep them apprised of important drug issues, trends and facts. In addition, an entertainment industry advisory panel made up of committed individuals from the television, movie, and music worlds could also provide guidance and important connections to the liaison and ONDCP.

The liaison would be responsible for developing relationships with influential organizations and individuals; determining how best to provide input on drug-related issues to their ongoing creative activities; and consulting on other collaborative efforts with ONDCP. He or she would be responsible for guiding budgets, advising on project feasibility, and ensuring the professional and successful completion of all events and productions falling within the campaign's purview. Obviously, the individual(s) in this role (as well as those on an advisory panel) should bring extensive experience and standing in the entertainment community.

## **III. SPECIAL TELEVISION PROGRAMMING AND EDUCATIONAL OUTREACH**

Although expensive and labor intensive from concept to production, the creation of original "special" programs on broadcast or cable can be very effective. Such programs can communicate campaign messages in multiple ways, through the actual airing of the program, extensive promotion and publicity around the program, and re-use in community education and discussion forums. The producers and all involved with programming related to the youth drug prevention issue could realize new production opportunities and would experience a great deal of public good will.

Last fall's program on Colin Powell's "America's Promise" in which General Powell (along with Hollywood celebrities and hometown heroes), discussed the importance of volunteering and mentoring for youth can set the example. Bill Moyers' recent series, "Moyers on Addiction," put a human face on the issues of addiction and recovery, through both the broadcasts and the corresponding program, "Take a Step—A National Outreach Campaign." Interested community organizations, schools, religious groups, and businesses carried out classroom discussions, health fairs, town forums, and worksite sessions tied to "Take A Step Day" on April 1<sup>st</sup>.

Opportunities may already exist for ONDCP to develop such programming (based on paid advertising proposals from media companies in their "media match" components). Discussions with these companies will likely result in unique opportunities to meet our campaign goals through original and established programs. We may also choose to work with one or several



television producers/writers to develop program concepts and offer them to production companies and networks. Other formats could include public information/public affairs programs (such as the live nationally televised campaign launch “Teen Town Hall” described earlier) and documentary programming (perhaps looking at the challenges faced by youth and their parents/caregivers). One network that should be commended is ABC for holding a dedicated month of PSA airing and special programming on the youth drug issue in 1997.

As evidenced by the Moyers’ series, special programs provide an opportunity to create an entire educational outreach program around them. We can replicate this process by involving partner organizations and achieving extensive media promotion to help ensure high viewership and spark discussion in classrooms, homes, worksites, and other community venues.

### **Trigger Films**

Another opportunity could be to create a series of short films that can be used to “trigger” discussions on the prevention of youth drug use in civic and community group forums, schools and other venues.

## **IV. OTHER ENTERTAINMENT INDUSTRY ACTIVITIES**

- **Entertainment and music industry yearly forums**

Following the Year 1 summit, ONDCP will organize a national yearly forum (or individual television, music, movie industry forums) to keep alive the interest and commitment of this industry and acknowledge those who have shown their support through action. These forums might be timed to connect with a major industry event when leaders will be in one place (e.g., an Emmy Awards party, a briefing around a Screen Actors Guild event).

- **Distribution of information materials**

We will distribute interesting, brief, easy-to-use facts about youth drug use to creative media professionals on a regular basis. These resource pieces are intended to provide facts and clarify misconceptions, discuss relevant issues, and provide insight into complex drug-related issues. They should be developed in conjunction with one or more partner groups that already have experience and credibility in this area (e.g., Institute for Mental Health Initiatives, American Academy of Pediatrics). Materials can focus on raising understanding and awareness about underlying causes for youth drug use, stages of youth transition and risk-taking, parental skills, ways to depict and encourage positive youth development, the role of mentoring, role models, impact of peer pressure, and so on. Over time, such information may be incorporated into programming by the professionals who receive it.

- **Content briefings for creative media professionals**

One-day (or part-day) informational content briefings will be hosted by ONDCP and feature behavioral experts, young people, parents, and other appropriate individuals to discuss “real” life experiences and youth drug prevention facts tailored to meet specific audience needs of creative

professionals in children's programming, sitcoms, prime-time programming, and comedy, among others. Past examples of successful briefings include "Soap Summits" with the creators/writers of soap operas sponsored by Population Communication International, and "Dialogue" forums with a cross-section of Hollywood writers/producers sponsored by the Institute for Mental Health Initiatives.

- **One-on-one meetings**

Based on the same topics, we will regularly schedule one-on-one meetings with writers, producers, and programming executives for the major television programs and film production companies. This can be an effective way of gaining support and involvement in the campaign from people who may not be able to attend group briefings.

- **Entertainment/music industry trade ads and news stories**

To raise awareness and build momentum about the youth drug initiative in the entertainment industry, we will place appropriate paid advertisements and earned media stories in the publications that reach this industry (e.g., *Variety*).

## **V. YOUTH CAMPAIGN ADVISORY PANEL**

Young people today are sophisticated consumers of advertising/marketing campaigns and demand honesty in information. Messages and tactics of the campaign must be attention-getting and acceptable, or youth will tune them out. Teens will hesitate to use materials or resources perceived to be "teen-related" or marketed by adults specifically toward them.<sup>25</sup> Given this backdrop, we must develop a solid process for gaining input from young people if the messages and activities of the youth campaign (including paid advertising) are to successfully get through to youth.

This can effectively happen in two ways: first, through ongoing audience research related to the paid advertising (through focus groups, one-on-one testing, and other research methods); second, through regularly convening a Youth Campaign Advisory Panel that will elicit youth input on what they perceive is effective in reaching them and their peers. Teen expert Peter Zollo of Teen Research Unlimited has said that it is important to be perceived as "cool" and that has a lot to do with fulfilling the same fundamental teen needs it always has; fitting in and belonging are still the key teen motivations.<sup>21</sup> Corporate teen marketers seek out and listen to young "trendsetters," kids who are leaders in what their peers will see as cutting edge. The Youth Campaign Advisory Panel can keep the campaign crisp and resonant with teens if it includes both mainstream and "trendsetter" teens.

## **VI. PROMOTION AND SUPPORT OF AFTER-SCHOOL PEER AND YOUTH MENTOR ACTIVITIES**

Peer-to-peer communication is one of the most effective ways that young people receive and attend to information. They are also greatly influenced by older kids whose behavior and attitudes they often mirror. Additionally, prevention research recommends that “Prevention programs for adolescents should include interactive methods, such as peer discussion groups, rather than didactic teaching techniques alone.”<sup>22</sup>

With these facts in mind, we will join with partner organizations to develop, promote, and implement interactive, peer-to-peer and older youth mentoring drug prevention projects. After first identifying youth-based organizations that have such programs or the capability to create them, we will work closely with them to develop or further disseminate existing, mutually beneficial projects. Ideas include:

**Peer-to-peer and youth mentoring anti-drug activities.** Many excellent organizations are already involved in such programs, and we will work with them to disseminate new (or proven existing) kits that will engage young people in enjoyable peer or youth mentor-based interactive anti-drug activities. Such activities should be implemented particularly during “vulnerable” times for risk-taking behavior (immediately after school, and during holidays and summer months). A wide variety of creative activities could include performing skits/street theater, painting street murals, writing stories and plays, producing videos, creating in-school magazines or newspapers, and talking in informal “rap” sessions/discussion groups. Examples of two types of activities are discussed below.

- **Media Literacy/Media Education Activities.** Most young people are intrigued by the media—from the celebrities in front of the camera to the producers and stunt actors behind the scenes. Media literacy is a promising practice that is increasingly being used (by organizations such as the American Academy of Pediatrics and the Center for Substance Abuse Prevention, among others) to leverage young people’s interest in media by teaching them *critical viewing skills*. Young people learn how to analyze the way media messages can influence their perception of risk and promote and “normalize” drug, alcohol, and tobacco use. Projects such as this provide tremendous opportunities for ONDCP to work in conjunction with partner organizations to help young people become more aware of and resistant to powerful media messages that affect lifestyle choices. Some activities help youth create their own anti-drug media messages (through developing PSAs, videos, plays/skits, Web sites, and other creative projects). The 1998 National Media Education Conference in Colorado Springs, in June, will bring together journalists, media professionals, media educators, advocates, and public health professionals on issues related to substance abuse and media.

Projects of this type could be used independently or could feed back into the campaign through, for instance, a national competition (The Centers for Disease Control has multiple such projects, for instance.) Such a project could also tie into national or regional competitions in which youth could design anti-drug messages through formats such as posters, print ads, or videos on a campaign theme like, “Most young people don’t do drugs.” The judging panel could consist of the Youth Campaign Advisory Panel and other adults or youth. Winning entries can be promoted through news stories and other media channels.

Activity facilitators could be teachers, youth activity leaders, older peer or adult mentors, community anti-drug coalitions, civic associations, etc. Related youth media advocacy projects can also help to influence positive drug portrayals in movies and television. For instance, the multifaceted youth-based project, Thumbs Up! Thumbs Down! (sponsored by the American Lung Association of Sacramento-Emigrant Trails), combines a dual focus of education and advocacy. Educational videos and materials teach young people to analyze tobacco portrayals in movies and television. Youth panels vote on yearly “Phlemmy” and “Hackadamy” Awards, scoring actors and other members of the entertainment industry on their portrayals of tobacco use; they then publicize the results to the news media.

- ***Tough Issues—Discussion/Activities and Kit.*** Similar to the concept of the Online Youth Community Internet site, a discussion/activities kit could provide tools to help young people connect and open up to each other in a non-threatening discussion group. Topics would focus on the tough issues they face (social pressure and risky behaviors of drug and other substance abuse, positive alternatives, dreams for the future). Facilitators for this group discussion could be older peers or youth counselors and mentors who could encourage maximum freedom of discussion.
- ***Youth as Spokespeople and Creators of Media Messages.*** These roles could involve youth in media interviews, special programming produced by youth media outlets such as teen-oriented cable TV networks, and paid advertising. Candid stories from youth will make messages come alive and encourage other young people to tune in. Youth spokespeople, like all others, should be media-trained to ensure that their messages are accurate and consistent across a range of media activities. Older peers should be included as spokespeople to deliver key campaign messages to the younger audience through in-school and community activities and media projects.

In all of these tactics, we will want to work with appropriate youth and community organizations that have experience in development and distribution of such projects. Input from experts (both adults and young people) will help to ensure that the projects are appealing and useful. Additionally, other opportunities for spin-offs of peer and mentor messages will be plentiful. News media could be invited to visit with young people during peer and mentor activities (e.g., in discussion groups or media literacy projects) for feature stories in national or local news outlets, and in youth and parent magazines. In-school print and broadcast media stories could focus on peer or youth mentor messages. There may be an opportunity to produce kits as part of the “media match” proposals from school-based media organizations. The Internet youth community, described earlier, would incorporate multiple peer and mentor messages, as would entertainment programs. Finally, corporations may be interested in sponsoring a specific peer or youth mentor national initiative or supporting an existing one.

## **VII. COMPUTER-BASED ANTI-DRUG SKILLS-BUILDING ACTIVITIES**

Interactive computer programs that allow the user to manipulate the program through making decisions can be a creative and unique way to teach anti-drug concepts, values, and skills. We

may want to support the development and distribution of such programs through CD-ROMs, as well as Internet-based curriculum activities.

- **CD-ROM**

A realistic live-action CD-ROM application could enable young people to explore the consequences of drug use without actually taking risks. Such CDs present the consequences and outcomes of risky behavior in a “real-world” fashion using actors. The “player” accompanies the actors as they face risk-taking scenarios and make decisions that affect the story’s progression and ultimately the consequences for the “player.” (A similar disc for HIV/AIDS has been reported to be effective.) Similar CD-ROM work with drug-related information for youth has been sponsored by NIDA. We will explore working with media partners to further refine and then to distribute such content to children and their families through direct mail, an Internet platform, and partnering with an online company, or schools.

- **Interactive Computer School Programs**

According to Jupiter Communication’ College and Teen Report,<sup>20</sup> online teen marketing efforts are most effective if they involve schools. ONDCP will explore opportunities for leveraging an anti-drug computer program that could be included in school activities. This can be achieved through a multi-partner approach with companies that have already been involved in successful school-based programs.

## **VIII. PUBLIC INFORMATION (NEWS MEDIA OUTREACH)**

“Earned” news media stories will help increase the reach and effectiveness of the campaign immeasurably and in fact can be one of its most effective components. To accomplish this, we must carry out extensive, proactive, consistent outreach with news media by providing them with an ongoing flow of useful feature and hard news story suggestions focused *specifically* on the messages of this campaign. News outlets, particularly local ones, may welcome opportunities to report on positive, upbeat stories about teens and how adults are trying to help them.. The highly specialized and unprecedented scope of this campaign, as well as its involvement with community and family matters of great sensitivity, suggest that campaign news media outreach not be conducted as a traditional “public affairs” function but by campaign collaborators highly experienced in news and focused solely on the campaign’s objectives.

Campaign managers and the contractor must ensure that interesting and appealing story ideas are offered to interested reporters and producers who can squarely reach the target audiences, starting with the national campaign launch. Media interest will be piqued by the launch, and subsequent media efforts must build upon that momentum. Effective tracking of media stories must be incorporated to gauge effectiveness of media outreach efforts.

Comprehensive media/public affairs outreach will create good opportunities for forging relationships with partner groups whose members can act as national and regional spokespeople. Celebrity spokespeople who are committed to this issue (and appropriate for the target audiences) may also be useful for media interviews. The following public affairs tactics should be strategically and appropriately used throughout the campaign for each target audience:

- **Development of intriguing, appealing campaign story ideas and timely media materials**

The most important aspect of the public affairs effort must be to commit to a substantial and focused effort on creating sharp, newsworthy angles about all of the concepts, issues and events relevant to the campaign. Beyond hard news stories, such as prevalence and trends of youth drug use, feature story ideas might include: strategy and production behind a new series of ads; impact of mixed messages on youth; a youth celebrity or musical group who have signed on as committed campaign participants; a national school assembly program underwritten by a major corporate sponsor; guidelines for anti-drug parenting strategies released at a parenting consensus conference; a major entertainment project produced in conjunction with Hollywood. Obviously, a committed and constant level of effort is required to define story angles and effectively communicate that information to appropriate media.

In addition, accurate and useful media materials are the foundation of any effective campaign and should be developed keeping in mind that:

- All press materials should be compelling, support key program messages, and be tailored to the orientation of diverse media (whether that be pop music radio news programs, the *Wall Street Journal*, or NBC Nightly News).
- Press materials are not useful without effective distribution to targeted media. Updated media lists are essential and should include traditional media, minority-specific media, and innovative new media, particularly those that reach kids. Nontraditional means of dissemination should be explored.
- Information should be packaged in formats usable by broadcast media including audio and video news releases, satellite television tours, and radio tours.

- **Media Spokespersons**

A selective, articulate group of individuals, both youth and adult, will be needed to communicate key campaign messages. Director McCaffrey would be the lead spokesperson for the campaign and would be supported by other media-trained individuals to ensure that accurate, clear, and consistent messages are transmitted through all interviews. Spokespersons should attempt to influence breaking news stories.

- **News briefings, press conferences, and one-on-one briefings with print, broadcast, and online media**

News briefings and press conferences are effective ways to announce news to the media. Each could be conducted with spokespeople from partner and other stakeholder groups. Online youth and parent/caregiver surveys can provide data for inclusion in media stories. Media channels such as all-news radio, trade publications, cable networks, and syndicated columnists should not be overlooked. In addition, we will undertake one-on-one briefings with reporters, producers, and other news media professionals to provide them with more extensive information on the issue of youth drug use and the campaign. Such meetings are designed to provide reporters with information they can use for either immediate or future stories, and to position specific campaign experts as resources for stories.

- **Regional and community media outreach**

Regional and community media outreach will be important to drive campaign messages into hometowns around America. ONDCP can work with partner organizations with local chapters/affiliates to generate stories on a local level. Media can be encouraged to come to locations to report on unique ways local communities are “fighting back” against drugs. Particular emphasis could be made on those programs initiated or managed by youth themselves (e.g., creative after-school programs, weekend alternatives to gangs). This provides media with compelling visuals and creative spin-offs for a drug prevention story. To reach these media, it will be critical to work with national partner groups that have local affiliates.

- **Targeted media vehicles to reach minority audiences**

In media outreach efforts, it is important to communicate facts, messages, and story angles relevant to African American, Hispanic, and other minority audiences. Specific efforts must be made to gain coverage in media that reach these audiences, particularly local media. Consideration should be given to the use of minority-owned media if such ownership provides a greater source of credibility.

- **Joint partner organization media activities**

At the national and local levels, it will be important to coordinate press and publicity activities with ONDCP’s partner organizations, such as CADCA, NASADAD, the National Crime Prevention Council, and others. Joint press events can be effective in generating good press coverage for all participants. Leaders and members of partner organizations can also be asked to take part in other media outreach activities as appropriate (including editorial board meetings, magazine briefings, and so on.)

- **Editorial board meetings**

Editorial meetings should be set up with major national and regional newspapers. This is an especially important tactic for ensuring that newspaper editorial boards become aware of the importance of sustained coverage of the youth drug issue, particularly that of marijuana. These editorial briefings should be carried out with ONDCP spokespeople and anti-drug

youth experts.

- **Magazine briefings**

Group and one-on-one briefings with youth, parenting, and adult-focused magazines can be excellent ways to reach target audiences through a longer story format. Meeting face-to-face with editors and reporters will raise the issue on their agenda. Youth, adult, and expert spokespeople can provide editors with story angles and personal perspectives that will appeal to specific audiences. Story angles for youth-focused magazines such as *Seventeen* and *Spin* will be quite different from those for adult-focused magazines such as *Parenting* and *Newsweek*.

- **Op-Eds / Letters to the editor**

Op-ed pieces and letters to the editor from adult and youth campaign supporters can highlight key campaign messages in national and local newspapers. This could be accomplished, at least in part, through enlisting involvement from leaders of campaign partner organizations and their members.

- **Journalism and media conferences**

Certain ONDCP or contractor staff may participate in important conferences attended by journalists and other news media professionals, particularly those that reach minority audiences. Such conferences could provide opportunities to raise recognition and coverage of campaign messages through exhibits, workshops, presentations, and personal contacts.

- **Syndicated newspaper columnists**

Coverage of campaign messages by syndicated newspaper columnists can yield extensive coverage nationally. One idea is a “news you can use” angle on parenting strategies to reduce youth drug use.

- **Camera-ready newspaper stories**

National placement of campaign stories in regional and local newspapers through NAPS and other news services can be a good way to reach parents/caregivers and other youth-influential adults with campaign messages. Story ideas could include parenting strategies, or developmental and seasonal substance use stories (e.g., youth using drugs during the transition to junior high, substance use around the prom).

- **Issues Monitoring**

Critical aspects of effective media relations are to identify and pursue media opportunities and to be appropriately prepared for emerging issues and crises. Daily media monitoring is necessary to accomplish this and can be achieved through subscriptions with the national news wires (with



supplemental search services available through commercial news databases). Given the volume of coverage, news will need to be digested and analyzed to provide the ONDCP staff with crisp, key insights regarding campaign-relevant news.

- **Web Site Issues Monitoring**

Because of the importance of the Internet as a source of pro-drug information, the Internet should also be monitored through specific services. A monitoring system for drug-related issues discussed on the Internet would provide notice about trends and emerging drug issues online. Each week a summary document would be provided. The two monitoring tools are:

- ***Retriever: a newsgroup search engine.*** Newsgroups are online sites where people with similar interests come together to discuss issues. Based on key words, a retriever automatically searches select newsgroups and provides relevant mentions via an e-mail message to the client.
- ***Web Clips:*** Based on key words, Web Clips automatically and continually searches and compiles relevant Web stories and regularly e-mails a summary to the user.

# PARENTS/PRIMARY CAREGIVERS AUDIENCE

This section presents a definition of the parents/primary caregivers target audiences, and recommended communication objectives, strategies, and Year 1 tactics.

## TARGET AUDIENCES DEFINED

### **Primary audience:**

- Parents or other primary caregivers of middle school-aged (approximately ages 11-13) adolescents.

### **Secondary audiences:**

- Parents or other primary caregivers of late elementary school-age (ages 9-11) adolescents.
- Parents or other primary caregivers of high school-age (ages 14-19) adolescents.

Within each of these target audiences, and as appropriate, considerations must be given to gender differences, racial and ethnic differences, and geographic differences as related to regional and urban, suburban, and rural influences.\* Special consideration may also be required for current and former users of illicit substances.

## COMMUNICATION OBJECTIVES

**Communication Objective 1:** Enhance perceptions of harm associated with adolescent use of gateway drugs, especially marijuana and inhalants.

**Communication Objective 2:** Make parents aware that their child is at risk for using drugs and is vulnerable to the negative consequences of drug use.

**Communication Objective 3:** Enhance perceptions of personal efficacy to prevent adolescent drug use (i.e., let parents know that their actions can make a difference).

**Communication Objective 4:** Convey simple, effective parenting strategies, including communication and family-management skills that are known to help prevent adolescent drug use.

**Communication Objective 5:** Encourage specific community-focused actions.

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\* Specific Applications for the Native American Community:

As an example of some of these considerations, a Native American report is illustrative. Focus group research was conducted during May and August 1996, at the Great Lakes Inter-Tribal Council in Lac du Flambeau, Wisconsin. Native American children in third, fourth, and fifth grades (age 8-10) were found to be very attuned to “mainstream” media. Children said MTV was their single largest programming interest and Contemporary Hit Radio was what they listened to daily. When asked about role models, almost all children said family members were the most important, with athletic and entertainment figures mentioned occasionally (especially Michael Jordan, Shaq, and rap artists).

**Communication Objective 6:** Encourage parents who use psychoactive substances to consider the effects of their own substance use on their adolescents and other children.

## **STRATEGIES**

*Strategy 1: Maximize the delivery of campaign messages through multiple media and interpersonal channels.*

*Strategy 2: Leverage the prevalence of youth campaign messages into opportunities for effective parent-child communication.*

*Strategy 3: Use real target audience members to demonstrate behaviors and consequences.*

*Strategy 4: Identify and promote parenting strategies resources.*

## **TACTICS**

Following is the outline for the parents/primary caregiver audience tactics for Year 1. Each of these sections is elaborated in the following pages.

### **Launch-Related Tactics**

- I. National Campaign Launch
- II. Internet Activities for Parents/Caregivers

### **Other Year 1 Tactics**

- I. Consensus Conference on Parenting Strategies
  - II. Turn-key Community Kits on Parenting Strategies
  - III. Worksite Parent Outreach Activities
  - IV. Entertainment Industry Activities
- Public Information (News Media Outreach)

### ***Important Note on Reaching Parents:***

ONDCP's existing involvement and support in planning and/or implementing a number of drug prevention awareness, education, training, and research efforts related to parents must be kept in mind. Of particular note are the Parenting Is Prevention project with the Center for Substance Abuse Prevention; the MACRO Parent Training project; and the "Prevention through Service" Civic Alliance (which includes parenting organizations). Additionally, substantial parenting activities exist in other Federal Government agencies and national organizations. Therefore, it is *critical* that the tactics described in the following pages (as well as others that may emerge later in this program) be carried out in a manner that is consistent and coordinated with these other activities.

## ***LAUNCH-RELATED TACTICS***

### **NATIONAL CAMPAIGN LAUNCH**

#### **Parent/caregiver component**

The national campaign launch described in the youth section will include components designed to build awareness and enthusiasm among the parent/caregiver audience.

Parents of varying backgrounds (perhaps including one or more celebrity or high-visibility parents) and representatives of national parenting and parent-influential organizations (e.g., the National PTA, the American and National Medical Associations) will be invited to participate at the launch. Their remarks will give audience members and the media a personal understanding of what parents can do to keep their children drug free. These spokespeople will communicate the “parent-focused” key messages of the campaign and stress the fact that parents have more power than they realize to steer their children away from risky behavior. Launch materials and information for parents and caretakers will be made available both in print and online, with opportunities highlighted for ways parents can connect with each other on this issue through community organizations and the Internet.

#### ***Parenting organizations***

Support and involvement of parenting and parent-influential organizations at the launch and throughout the campaign will be vital. Special attention will be given to including minority parenting groups (including African American Parents for Drug Prevention and many others). Many of these groups have already provided guidance during the campaign-design process.

#### ***Media/public affairs outreach***

Parent spokespeople should be available for media interviews leading up to the launch, as well as for all media tactics used during the launch (e.g., satellite television and radio tours, video news release, press briefings). Strong outreach will be done in advance with parenting magazines, women’s magazines, general interest publications, and broadcast television and cable satellite channels. Efforts will be made to link with one or more major print newspaper media “partners” that can feature the parenting aspect of the initiative in one or more stories (for instance, a cover story/Sunday feature in weekend newspaper supplements).

Among advertising unveiled at the launch should be ads intended for parents. Advertisements such as these will be a powerful resource for communicating succinctly and directly to parents (as well as to both parenting and general media) this campaign’s commitment to reaching and involving parents and caregivers. Creative ideas for getting maximum exposure for the messages of the campaign could be generated in discussions with media partners.

## II. INTERNET ACTIVITIES FOR PARENTS/CAREGIVERS

Parents and caregivers are increasingly turning to the Web for child- and youth-related information, among other topics. This campaign should provide them with central Web site resources with information on issues related to keeping kids drug-free.

Rather than creating a free-standing parent Web site, we should prompt development of an “anchor” site on an established Web brand. Such a site could incorporate key parent strategies and messages outlined in the *Communication Strategy*. Secondly, we should work with other established parenting Web sites (and general audience sites reaching adults, including parents) sponsored by commercial, governmental, and non-profit organizations to incorporate parenting content packages with campaign messages. The many opportunities emerging from the paid advertising proposals already show great promise for unique collaborations on a wide range of creative sites for both parents and youth.

Useful elements that may be incorporated into parenting sites include:

- Relevant resource information about national parenting organizations (with “hot links”), and information about national, regional, and local parenting resources.
- A discussion group that allows parents to share stories about experiences with their children around drug issues and other risk-taking behavior.
- Features on parent/child relationships (for example, the story of a celebrity or other well-known personality who had to deal with drug use by his/her children; or a live online “chat session” with an expert on negotiating the transition from grade school to junior high).
- Access that allows parents to download an ONDCP-sponsored parenting strategies guide and other educational materials.
- A monthly survey about relevant issues with results reported back to site users to give them a sense of what other parents are experiencing.

Some portion of the Web site banner ads, as well as print and broadcast parent advertisements, could be used to encourage and direct parents and caregivers to visit the “anchor” parenting site. This site should also be promoted through all news media and entertainment programming outreach. There may also be interest on the part of corporate sponsors to somehow partner and perhaps underwrite a parenting Web site as part of their own marketing efforts.

## ***OTHER YEAR 1 TACTICS***

### **I. CONSENSUS CONFERENCE ON PARENTING STRATEGIES**

The potent connection between parenting strategies and youth drug use behavior has become increasingly clear through research funded by the National Institute on Drug Abuse (NIDA) and ONDCP's own parenting initiative with SAMHSA/CSAP. Parents and the media that reach them will find this connection extremely interesting and relevant; thus, we might host a national consensus conference on parenting strategies as they relate to youth drug prevention (particularly during the "transition" stages of adolescence). Through such a conference, this issue could gain considerable attention, and, in turn, create momentum for subsequent parent activities.

Just as Dr. Spock single-handedly influenced generations of parents in his time, today there are opinion leaders who significantly shape the public's understanding of effective skills. An ONDCP Consensus Conference on Parenting and Adolescent/Teen Risk Behavior would bring together these researchers, practitioners, and other opinion leaders to develop a set of consistent research-based parenting recommendations that could then be broadly disseminated nationally through media, organizations, and on the Internet.

The conference could take place in Washington, D.C., or another appropriate city (perhaps tied to an already scheduled national conference related to the subject). The event could be an excellent opportunity to partner with other government agencies and non-governmental organizations that have a keen interest in parenting, youth development, and substance-use prevention. Medical and mental health professionals who work with both parent and youth populations (such as the American Academy of Pediatrics) will be asked to participate and communicate the conference findings to their members. Parenting organizations such as the PTA should also have a role in the conference and then relay the findings and implications of the conference to their members and other constituents.

#### **Media Outreach**

News media coverage of the conference can be generated by inviting major national and regional media representatives (particularly parenting media and related columnists) to observe the conference and then attend a concluding press briefing. In the days surrounding the conference, it will be wise to carry out a range of media activities, for example placing parenting experts on national and local television and radio talk shows and submitting op-eds written by the conference experts. Additional interviews could be set up for experts at the conference through satellite television and telephone radio news tours, a video news release, and radio actualities.

#### **Online Resources**

Conference information should be placed online, particularly in formats that summarize the conference findings and that can be downloaded and printed as handouts. A parenting strategies database could also be made available listing organizations offering appropriate parent skills training around the country, and ways to order materials and articles online.

## II. TURN-KEY COMMUNITY CAMPAIGN OUTREACH KITS

In addition to the online resource described above, ONDCP should translate the findings from the parenting consensus conference into practical information for parents in communities around the country. This information can be incorporated into a broader campaign outreach kit produced and distributed in collaboration with national organizations with chapters or linkages around the country (such as CADCA, the PTA, CSAP, Department of Education, Department of HHS, and NIDA).

- **Community campaign outreach turn-key kit.** To extend the messages and activities of the National Youth Anti-Drug Media Campaign into communities around the country, ONDCP will disseminate practical tools and information in turn-key campaign outreach kits. Recipients of the kits can carry out training and awareness activities through community seminars (for instance, on drug-prevention parenting strategies), brochures and fact sheets, camera-ready newsletter articles, videos, and media outreach materials. These kits would contain materials that can be used to educate parent/caregiver audiences about parenting strategies and skills that were determined at the consensus conference to be critical to youth drug prevention.

## WORKSITE PARENT OUTREACH ACTIVITIES

An excellent place to communicate to parents and caregivers is through the workplace. Examples of employee activities to raise awareness about youth drug use and relevant parenting strategies are described below:

- **Worksite turn-key outreach kit.** To make it as easy as possible for busy human resources, employee assistance and personnel staff members to extend campaign messages (especially on parenting strategies and mentoring) into the workplace, it will be helpful to disseminate a turn-key kit similar to the community kit. It could include materials for one or a series of lunch-time presentations and other outreach tools such as booklets/brochures, a video and skills quiz for home or office use, posters or oversized print advertisements for display, and a resource booklet and order form for other campaign posters and materials. To decrease financial costs, the program could be nationally supported by one or more major corporations (described in detail in the *Corporate Sponsorship/Participation Plan*).
- **Involvement of CEOs/Business Leaders.** In addition to the kit described above, ONDCP will raise awareness and support in the workplace on another level by communicating directly with CEOs and other corporate leaders. ONDCP will make them aware of the immense opportunity for reaching parents and potential mentors in the workplace, with messages about how to make an impact in youth drug prevention. Means for communicating with corporate leaders include direct mail, a high level forum in Washington or New York, and through publications and organizations that reach them. Given the audience targeted for this effort—CEOs and other executives—ONDCP must be very responsive to overtures of interest. This may involve working with these corporate leaders to tailor anti-drug materials for the specific

needs their workforces. Phoenix House and the American Council for Drug Education (ACDE) have provided detailed proposals on ideas for a forum.

#### **IV. ENTERTAINMENT INDUSTRY ACTIVITIES**

Each of the following activities is outlined more fully in the previous youth section. Parent-specific elements are described here. Around all activities with the entertainment industry, we would seek news coverage that will make parents aware that such projects are underway (e.g., through stories in print and broadcast magazine formats, and network news shows, among others), and that will give the industry more “good-news” stories.

- **Entertainment Summit.** The Entertainment Summit will highlight the role of parents and appropriate parenting strategies in keeping youth drug free. Facilitated discussions will seek ideas for ways to incorporate such messages into programming and music.
- **Parenting Strategies Video.** A video on positive parenting strategies and how they can be depicted through entertainment programming can be produced in conjunction with leading partner parent organizations. It could be shown in group forums with creators of entertainment programming or provided to them for individual viewing.
- **One-on-one creative meetings; informational briefings, resource material distribution.** An important goal of all one-on-one and group content meetings, briefings and resource materials (as more fully described in the youth section) will be to highlight the ways that parents/caregivers can prevent drug use by their children.
- **Special television programs.** Special television programming originated through the campaign will incorporate themes and messages tied to parents/caregivers. Promotion of such programming will tie into parent organizations and media vehicles to ensure high viewership and related educational discussions. A parents/caregiver skills guide would be developed and distributed through an 800 telephone number publicized around parent-focused special programming along with corresponding online information through the PDFA and other parent Web sites.

#### **PUBLIC INFORMATION (NEWS MEDIA OUTREACH)**

As described in the youth public affairs section, a broad range of media tactics for parents and caregivers will be used to gain coverage of messages specific to them, through the media that best reach them. Story angles could include effective parent-child communication skills, and how parents can cope with the challenges of the adolescent drug experimentation.

Parent/caregiver spokespeople may appear by themselves in media interviews or be paired with their children and/or drug/youth experts. Their personal perspectives will be meaningful to other parents who want to know more about how to keep their children drug-free. Newspapers in



particular (through editorials, op-eds, news stories, and paid advertising) can be an effective way to raise awareness among parents and caregivers on youth drug use in their community as well as relevant youth drug-prevention programs. News coverage will also be useful in helping to remind (and in some convince) parents and caregivers that marijuana, in particular, is a drug they need to be concerned about. Some parents may discount the seriousness of marijuana, or they may feel ambivalent or hypocritical because they may have used it in the past (or even currently use it). Messages for news media stories must highlight the serious consequences of marijuana, its relationship to even more serious drugs, as well as ways that parents can talk to their kids about it. Some ideas for parent/caregiver news media tactics include:

- Approach parent-specific publications and other magazines that reach adults (e.g., women's magazines) to include stories that give a personal view from the perspective of parents.
- In all stories, promote resources that connect parents and caregivers with more information on how to keep their children drug free. Parent-related Web sites that incorporate ONDCP's parent campaign messages should be heavily promoted through all news media outreach to encourage parents to visit those sites for more information.
- Develop special community events primarily to appeal to parents and caregivers; news media coverage of these events would spread the word to other parents. Partnership events in communities, involving parents, schools, and parent organizations (the *Corporate Sponsorship/Participation Plan* includes ideas for such events) would be likely to gain wide involvement, and broad media interest (particularly if the local media were included in the event itself).

# YOUTH-INFLUENTIAL ADULT AUDIENCE

## TARGET AUDIENCE DEFINED

Many adults can positively influence young people's drug-avoidance behavior. As a consequence, the definition of the "youth-influential adult audience" is purposefully broad and includes any person who, by virtue of what he or she does, has the potential to educate, motivate, and enable young people to reject the use of drugs. This audience includes but is not limited to family members, coaches, mentors, teachers and other school personnel, religious leaders, members of civic organizations, health professionals, and youth activity leaders.

This broad target audience definition, although somewhat at odds with the precepts of effective communication planning, will allow campaign planners and partners latitude in pursuing a variety of youth-influential projects, as appropriate and consistent with the *Communication Strategy*.

Some examples may be useful to illustrate the point. Medical and counseling professionals can be enlisted to communicate campaign messages to youth and adult patients through materials or discussion. Members of civic organizations can carry out extensive awareness efforts in local communities around the country and may be particularly helpful in recruiting adult mentors (who have been shown to be helpful in preventing youth drug use). The "Prevention through Service" Civic Alliance resolution, recently signed by 35 major civic organizations, will be an important way for this to happen. Not all schools have effective drug prevention programs; teachers, other school personnel, and interested community members can be encouraged to make sure effective options are put in place.

Through these and many other opportunities, youth-influential adults will contribute to meeting the goals of the campaign.

## COMMUNICATION OBJECTIVES

**Communication Objective 1:** Enhance perceptions of harm associated with use of gateway drugs, especially marijuana.

**Communication Objective 2:** Enhance perceptions of personal efficacy to prevent drug use (i.e., what you do *can* make a difference).

**Communication Objective 3:** Encourage specific individual-focused and community-focused actions to facilitate adolescent drug use prevention.

## STRATEGIES

*Strategy 1: Maximize the delivery of campaign messages through multiple media and interpersonal channels.*

*Strategy 2: Leverage youth and parent/caregiver campaign messages into effective communication opportunities.*

*Strategy 3: Use real target audience members to demonstrate behaviors and consequences (i.e., make the audience the message).*

*Strategy 4: Promote individual and community support for, and involvement in, constructive after-school youth activities.*

*Strategy 5: Manage and leverage current issues related to youth drug use through media, partnerships, and stakeholder activities.*

## TACTICS

Following is the outline for the youth-influential adult audience tactics for Year 1. Each of these sections is elaborated in the following pages.

### **Launch-Related Tactics**

- I. National Campaign Launch
- II. Partnership Summit (and Related Activities)
- III. Internet Activities for Partner Groups/Youth-Influential Adults

### **Other Year 1 Tactics**

- I. National Partnership Network and Activities
- II. Ongoing Entertainment Industry Activities
- III. Public Information (News Media Outreach)

## ***LAUNCH-RELATED TACTICS***

### **NATIONAL CAMPAIGN LAUNCH**

#### **Influential Adult Component**

The campaign launch will highlight the positive roles of influential adults; organizations that represent them therefore will have an important part of all launch events. It is through committed organizations, such as those that signed the “Prevention through Service” Civic Alliance resolution, that many of the activities of the campaign will become tangible in communities around the country. It is critical to gain the involvement of committed organizations at the start of the initiative to ensure a strong, productive working relationship through the years ahead.

A wide range of youth-influential adults will be represented at the launch, including coaches, teachers, religious and civic organization leaders, and mentors. Select individuals could speak about the opportunities for concerned citizens to become involved in youth drug prevention and how this involvement could improve safety and cohesiveness in a community.

Youth-influential campaign spokespeople will be promoted to a variety of media (broadcast, newspapers, magazines, online) to discuss ways that youth-influential adults can help young people remain drug free. They should be included, as appropriate, alongside parent, youth, and ONDCP spokespeople in media tactics such as press briefings, satellite television and radio tours, and video news releases. Related messages and spokespeople will be also be incorporated into unique media coverage opportunities (for example editions of Sunday newspaper magazines). In addition, it will be worthwhile to pursue specific launch projects and events for youth-influential adults with media partners, perhaps as “media match” components. For instance, a national newspaper or news magazine could feature a supplement about “10 Easy Ways Each of Us Can Keep America’s Kids Off Drugs.”

ONDCP may also want to involve individuals in the entertainment industry interested in lending their support to this initiative. Celebrities can also raise the level of awareness and excitement for the launch. Advertisements that speak to the influential adult audience could be promoted for outreach use by partner groups (by, for instance, posting larger versions of the print ads in meeting rooms/activity centers).

## **II. PARTNERSHIP SUMMIT (AND RELATED ACTIVITIES)**

A Partnership Summit event should officially kick-off the partnership network and activities of the campaign. The summit should be a visible, national coming together of partners, keynoted, if possible, by General McCaffrey. Representatives of community, professional, and government organizations would convene (those that attended the November, 1997, ONDCP Partnership Development Expert Panel meeting held in Washington, D.C., as well as others) to determine and set priorities for partnership activities. Ideally the summit should take place close in time to the launch.

National groups with strong ties to affiliates, chapters, and coalitions around the country should have leading roles in the event. Before the summit (indeed, as soon as possible), we will want to begin a process of communication with stakeholder and partner organizations to update them on the status of the campaign and enlist their participation. This will ensure their continued involvement in and support for the campaign. To achieve this, we will immediately explore developing and distributing an update newsletter on the National Youth Anti-Drug Media Campaign that describes the planning phase and transition into national implementation.

In addition, for other key government and non-government partners across the country, we should consider holding one or more videoconferences to brief these groups and gain their input and involvement.

#### **IV. INTERNET ACTIVITIES FOR PARTNER GROUPS / YOUTH-INFLUENTIAL ADULTS**

##### **An ONDCP Partner Web Site**

A centralized, comprehensive campaign Internet site (within the current ONDCP site) should be made available for use by partner organizations. The Web site can—and will—save taxpayer dollars as an effective communication and materials distribution tool (decreasing printing and distribution costs). Technology also allows Internet-based media (Web, list serve, e-mail) to leverage and facilitate joint efforts among “communities of practice” that can advance the campaign goals. This Web site will be directed by the needs of the partner groups who will be asked to contribute to the site by providing information not only about their needs but about their own Web sites, programs, and other activities.

The site will document ONDCP’s ongoing national program efforts, including corporate sponsorship progress and paid advertising. Ads that encourage mentoring and other positive youth-influential adult activities should be prominently featured on this site. The Web site will provide campaign materials for downloading, and connect users to other partner organizations’ Web sites on youth drug prevention and related issues. The site address will appear on all ONDCP materials directed to partners as their primary online information resource for the campaign. The site will include, but not be limited to, the following:

- A search engine
- Monthly feature of a successful community-based program
- Hot links to related organizations
- Online version of the ONDCP “update” newsletter
- Discussion groups and/or message boards for partner organizations (with appropriate consideration for security)
- Program-building materials for all interested parties
- A newsroom resource site for the media
- A quarterly survey used to measure partner organizations’ attitudes and needs

## **Content Packages for Other Existing Web Sites Reaching Youth-Influential Adults**

As described in the youth and parent/caregiver sections, we will also explore ways (including paid banner advertisements) to get youth-influential adult messages inserted on Web sites that reach a broad cross-section of other youth-influential adults, as well as those that target specific groups (such as teachers and religious leaders). Opportunities will likely emerge from “media match” paid advertising proposals of Internet companies.

## ***OTHER YEAR 1 TACTICS***

### **I. NATIONAL PARTNERSHIP NETWORK AND ACTIVITIES**

The campaign launch and partner summit described previously will kick-off the partnership component of the campaign. To maximize that momentum and involvement, we should immediately put into place a structured partnership network that will facilitate achieving the goals of the media campaign and ensure that it reaches into communities around the country.

Through a National Partnership Network, we will be able to promote active involvement in many of the tactics in this campaign. A wide range of organizations should be involved as network members, particularly those that support youth (such as the Safe Kids Council, National Safety Council, American Academy of Pediatrics, National High School Athletic Coaches Association, the National Crime Prevention Council, among many others). Partners can be encouraged to promote youth and adult mentoring through supporting training programs locally, and linking their members to established national mentoring programs (such as “America’s Promise.”) We can help partnership organizations identify and promote positive programs for youth in their communities, and ONDCP can participate in major partner conferences and events through exhibits, presentations, and distribution of camera-ready articles for event publications.

The National Partnership Network will connect ONDCP to its partner organizations through:

- Ongoing updates (through a newsletter, the Web site, and other means)
- Regular meetings to gain partner input and share ideas
- Tie-ins with special events (such as a national drug prevention day or week, or a nationally televised ONDCP program) around which they can create community campaign activities
- Information and materials dissemination

We envision three primary areas of partnership activity tied to the campaign:

- **Community partner turn-key campaign outreach kits**

To help community groups tie into the national campaign and raise awareness about youth drug prevention in their locales, we can supply partner organizations with information, materials, and turn-key kits. Such materials should be developed, marketed, and distributed in very close collaboration with national partners that can then guide their own chapters and affiliates to tie local efforts into the national campaign. Components could include easy-to-use printed and video materials for community presentations, special events, and media outreach. (We may want to seek corporate sponsorship to underwrite the cost of producing and mass distributing such materials.) Additionally, corporations will be an important channel for the dissemination of parenting strategies information in the workplace (as described in the parent/caregiver section of this plan).

- **Presentations at Professional Conferences and Community Forums**

By working closely with representatives from the National Partnership Network, we can extend the reach of the campaign into important settings through presentations by their members. Committed members can recruit involvement through forums in communities, at professional conferences, in school settings, and in other appropriate venues. (For example, in the American Academy of Pediatrics program, “Media Matters,” pediatricians are already being trained to make presentations in their communities about the effects of media on children’s attitudes towards mental health and substance use.)

Presenters could include representatives from ONDCP, other Federal Government agencies, and partner groups (including young people). All would be trained in the messages of the campaign and could speak before a wide range of community, health, school, business, and education forums about preventing youth drug use. Presentations by young adults at schools or other places where they can speak to teenagers and other young people can be especially effective, as previous programs have shown. Opportunities for appropriate speaking engagements would be generated by network partners in conjunction with our office and the communication contractor, who will manage this activity.

Speakers with unique qualifications may also be effective. For instance, as the corporate sponsorship portion of the campaign gets into high gear and sponsors come on board, it could be useful to have corporate representatives speak in appropriate forums about the benefits of being a sponsor. Celebrity spokespeople may also be considered for major speaking engagements (for instance, to talk about their own experience as a parent, or on the overall role of the entertainment industry in the campaign).

- **Tailored Youth-Influential Information/Activities: Coaches, Religious, Civic, and Youth Activity Leaders**

First-year efforts should focus on four important youth-influential adult groups: coaches, religious, civic, and youth activity leaders. These individuals have easy access to and credibility among young people (and in the community at large). They should be enlisted to communicate campaign messages and lead anti-drug activities.

Specifics of how to involve these leaders are best determined in concert with the national organizations that represent them. A primary idea is the dissemination of campaign information tailored for each group, with campaign messages along with step-by-step ideas for activities they can implement to successfully reduce youth drug use (ideas based on research about what types of activities work). Materials could include: suggestions for after-school and summer projects, sample campaign recruitment presentations/ speeches and fact sheets, and camera-ready newsletter articles. While the basic information would be the same, each information package would be tailored to be most useful for the specific group. In addition, youth-influential adults can make an important contribution through speaking engagements in community centers and worksites where these individuals can show how (in their roles as caring coaches, civic group members and religious workers) they have had a meaningful impact on the lives of young people. Credible spokespeople such as these can go a long way in recruiting other adults to contribute to the goals of the campaign. As people who spend considerable time with children and youth, their



opinions and experiences are likely to be valued highly, especially within their own communities. (For example, a local college sports coach could be a very effective speaker in a community forum.)

## II. ONGOING ENTERTAINMENT INDUSTRY ACTIVITIES

It is often through the commitment and visible involvement of one or more well-known entertainment and sports personalities that a campaign such as this can come to life and break through the clutter (case in point: the “Got Milk?” advertising campaign featuring celebrities). Entertainment industry activities should be useful in gaining the interest and involvement of a *very important group of youth-influential adults*: actors, musicians, producers, and executives who influence entertainment products. Celebrities (both adult and young adult) could be very effective in raising awareness and communicating messages through programs, advertising, special events, and media interviews. They can also promote anti-drug messages through their own creative projects, for instance by incorporating a message in a television show, at a concert or through other promotional vehicles. The tactics below will help to win the involvement of important youth-influential adults in the entertainment world.

- **Entertainment Summit.** At the Entertainment Summit, roles for youth-influential adults in keeping youth drug free will be discussed. Ideas will be sought for ways to incorporate such messages into programming, musical, and other events. Related news media outreach would focus on gaining coverage of entertainment projects featuring the role of youth-influential adults.
- **One-on-one creative meetings; informational briefings, resource material distribution.** An important goal of all meetings, briefings, and resource materials will be to highlight the role of youth-influential adults (including entertainment and sports celebrities) in decreasing youth drug use.
- **Special television programs.** As appropriate, special television programming originated through the campaign (see youth section) should include themes and messages tied to the influence that adult-influentials can have. Heavy promotion through partnership groups representing religious leaders, coaches, teachers, and youth activity leaders will be very important. All collateral materials (for instance, 800 number, resource guide, or interactive Web site) should include messages and resources for this group.
- **Entertainment trade publications.** Advertisements, advertorials, and news articles placed in entertainment industry trade publications could be very useful in triggering the interest and involvement of youth-influential candidates in the entertainment world.

## III. PUBLIC INFORMATION (NEWS MEDIA OUTREACH)

Story angles involving youth-influential adults should be supplemented with personal perspectives to make the story come alive. News media could be invited to attend activities and see first-hand the positive effects of activities being carried out with mentors, coaches, teachers, and others.

The news media activities to reach this group would be the same as those described in earlier sections to reach parents/caregivers and youth. It will also be critical to pay extra attention to specialized publications that reach this target audience, especially through professional or appropriate trade organizations.

Media can be used to raise awareness and convince youth-influential adults of the importance of the youth drug issue, particularly marijuana, the role they can play in prevention, and the community benefits that will accrue. All news media outreach components will incorporate youth-influential spokespeople and story angles to interest media that best reach these audiences. Whether a coach, teacher, mentor, minister, or caring neighbor, all spokespeople should be media-trained and can appear by themselves or paired with youth development/drug experts in interviews. Their personal perspectives will be real and credible, bringing home the message to other adults that they too will benefit if they get involved.

Newspapers can be an effective way to reach youth-influential adults, particularly with regard to marijuana (which may be considered by many to not be as serious as other drugs). Editorials, op-eds, newspaper stories, and paid advertising can all move this issue onto the agenda of local community leaders and others.

As with the adult and youth audiences, ongoing news media/public affairs outreach must be based on carefully targeted media lists with tailored press materials. For example, outreach to *The Science Teacher Magazine* could emphasize lessons and projects about drug use and addiction that are appropriate for the classroom. Outreach to *Scholastic Coach* could highlight after-school programs that have kept youth away from drugs.

Reporters at religious publications could be invited to observe and write about innovative youth drug prevention activities at churches or synagogues. Work with partner organizations could enhance outreach to these publications.

Special community media events could be developed that would gain wide awareness and involvement in the local community. A community forum, featuring coaches, mentors, religious leaders, teachers, parents, and other youth-influential adults could be sponsored by a local media outlet and moderated by a local TV or radio personality. The forum would highlight constructive after-school youth activities and the community leaders who make them happen. An event of this type could tie in with existing national and local youth drug prevention events (see the appendices for a full calendar of youth and drug prevention special events throughout the country).

## CONCLUSION

In conclusion, The National Youth Anti-Drug Media Campaign must marshal considerable resources to meet the challenge of educating and enabling America's youth to reject illicit drugs. This can be accomplished most effectively through a social marketing-based, integrated communication campaign driven by a deep understanding of the motivations and needs of the campaign's target audiences. By delivering strategic messages through multiple complementary channels, an integrated communication campaign has the potential to cut through the clutter to shape the beliefs and behaviors that will influence drug-related decisions of our nation's youth.

Each of the diverse elements of this integrated communication plan—paid advertising, news media outreach, Internet and new media, entertainment programming, public-private partnerships, corporate collaborations, and educational materials and resources—is fashioned in response to a communication strategy solidly grounded in methodology that has been proven to prevent youth drug use. As these program elements unfold in a carefully coordinated manner, a productive synergy to shape behavior should emerge.

The National Youth Anti-Drug Media Campaign rests solidly on the proven approaches of social marketing and integrated communication. Over the past few decades, the health and well-being of our nation has benefited remarkably from campaigns far less ambitious than this one. The vision, determination, and resources that will guide this campaign over the next five years will similarly help to ensure a better future for our nation's youth and communities.

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## **APPENDICES**

### **A. Partnership Development Expert Panel Report and Final Attendee List**

*This report summarizes the key principles and ideas determined by participants at a day-long partnership working session hosted by ONDCP on November 13, 1997. The report was mailed in mid-January to each participant (a list of whom is included).*

### **B. Corporate Sponsorship/Participation Plan and Meeting Attendee List**

*This plan provides a rationale, and outlines goals and tactics for corporate sponsorship and participation in ONDCP's youth media campaign. A list of meeting attendees is presented at the end of the plan.*

### **C. One-on-One Interviews List**

*Individuals with whom Porter Novelli had in-person or telephone meetings to elicit input into the planning process (between September, 1997 and February, 1998).*

### **D. Stakeholder Parties Contact List and Letter**

*List of individual organizations that were informed of ONDCP's youth anti-drug media initiative through a letter from General McCaffrey at the outset of the planning process in early Fall 1997.*

### **E. Entertainment Industry Organization Overview**

*This overview provides a brief cross-section of entertainment industry-related organizations that may offer potential collaborative opportunities on youth drug prevention communication efforts. The report is divided into the following four categories: Television, Film and Radio; Theater and the Performing Arts; Music; and Interactive.*

### **F. Advertising Creation and Placement Process**

*This document details the process by which ONDCP and PDFA will collaborate to produce advertising for the National Youth Anti-Drug Media Campaign.*

### **G. Paid Media Campaign – Executive Summary**

*This executive summary, developed by Creative Media, details the recommended advertising objectives, strategies, and channels that will most effectively reach youth age 9-18, their parents, and other youth-influential adults.*

## **Partnership Development Expert Panel Report and Final Attendee List**

This report summarizes the key principles and ideas determined by participants at a day-long partnership working session hosted by ONDCP on November 13, 1997. The report was mailed in mid-January to each participant (a list of whom is included).

## Overview

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On Thursday, November 13, 1997, Porter Novelli convened a day-long meeting of the Partnership Development Expert Panel on behalf of the White House Office of National Drug Control Policy (ONDCP). The panel consisted of 64 representatives of government agencies, professional associations, and community/civic organizations representing key youth anti-drug stakeholders. The purpose of the meeting was to explore ways in which ONDCP can partner with organizations and existing anti-drug efforts to develop resources and materials that effectively reach the campaign's target audiences—youth 9-17, parents/caregivers, and other adult influentials—with campaign messages.

At 8:30 a.m., Dr. Rob Gould, Executive Vice President of Porter Novelli, welcomed attendees and introduced Dr. Hoover Adger, Jr., Deputy Director of ONDCP, who encouraged the group to go beyond their individual agendas to generate recommendations and ideas that enhance and complement ONDCP's media campaign, and help solve the problem of youth drug abuse in America. Dr. Ed Maibach, Project Director, and Ms. Susan Maguire, Project Manager, both of Porter Novelli, provided attendees with an overview of the ONDCP media campaign planning process to establish a context for the panel's subsequent discussions. Ms. Elaine Arkin of Porter Novelli followed with a discussion of the panel's role and the meeting objectives.

The panel members then asked questions about general campaign issues, ONDCP's campaign evaluation criteria, media match components, cultural context, and other issues. ONDCP and Porter Novelli urged participants to discuss these questions in the plenary sessions and report back to them at the closing general session at 3:00 p.m.

At 9:45 a.m., the plenary session broke into four task forces facilitated by Porter Novelli staff:

- Community and Civic Task Force 1 facilitated by Rob Gould, Lori Ross
- Community and Civic Task Force 2 facilitated by Ed Maibach, Vicky Jaffe
- Professional Task Force facilitated by Susan Maguire, Melane Hoffman
- Government Task Force facilitated by Elaine Arkin, Jackie Richmond

Each task force was asked to:

- Identify opportunities for linking national campaign messages, activities, and target audiences with existing (community, professional, government) programs and resources;
- Identify techniques, tools, events, and activities that would be most effective in extending the reach of the campaign through your organization and networks;
- Identify ways that ONDCP's campaign can complement or advance existing youth anti-drug efforts nationally and locally; and,
- Develop principles of partnership that can guide our planning process.

Task forces met from 10:00 a.m. to 2:30 p.m. (including a working lunch). At 3:00 p.m., the task forces gathered for the closing general session, moderated by Dr. Gould and Ms. Arkin, in which members shared their task force discussions and resulting principles. The general session adjourned at 4:30 p.m.

This report is a compilation, by audience, of each task force's recommended principles, needs/gaps, and ideas for working with stakeholder groups and agencies to effectively reach campaign target audiences.



# **YOUTH AUDIENCES**

## **PRINCIPLES, NEEDS, GAPS, IDEAS**

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### **PRINCIPLE #1:**

**Ensure that youth messages and programs are ethnically accurate and culturally appropriate.**

#### **NEEDS, GAPS, IDEAS**

- Break out of stereotypes that minority youth are the majority of users, that all drug users are junkies and criminals
- Help youth identify with ads
- Consult with key ethnic and minority organizations to assist in making messages ethnically and culturally sensitive

### **PRINCIPLE #2:**

**Focus on positive rather than negative youth messages.**

#### **NEEDS, GAPS, IDEAS**

- Reinforce youth values; contribute to positive self-image, self-worth
- Avoid being condescending
- Be respectful to kids and their emotional and physical needs
- Consider kids' spiritual concerns and beliefs
- Focus messages on youth development: mentoring; volunteering; participating in organized activities
- Provide youth and their parents or adult influencers with referrals to or information about youth development programs sponsored by organizations in their communities
- Support and replicate existing youth development programs and activities

### **PRINCIPLE #3:**

**Engage youth in entire campaign process and activities.**

#### **NEEDS, GAPS, IDEAS**

- Identify ways for youth to help develop campaign messages, creative components, Internet links, and help produce ads, posters, etc. (e.g., competitions)
- Involve youth and their peers in educational and mentoring activities in schools, youth groups, clubs, and churches

## **PRINCIPLE #4:**

**Reach youth at the “street” level—where they live, learn, work, seek entertainment, and meet other youth.**

### **NEEDS, GAPS, IDEAS**

- Reach kids through their schools (Channel One, school TV, school radio), Internet, sidewalk or mall seminars, after school, at the local community and block level, neighborhood retailers, barber shops, restaurants, beauty salons, parks, recreation centers, clubs, video game arcades, video stores, and libraries
- Work with organizations that represent and reach local schools/school personnel, malls, retailers, parks, local clubs, libraries, police and others who have an opportunity to interact with kids to provide them with information that complements and reinforces campaign messages to youth, for example:
  - Information and materials (posters, videos, brochures)
  - Referrals to local youth anti-drug programs or youth development programs
  - Culturally competent materials (comic books/strips, photonovelas, theaters) to reach audiences with special needs

## **PRINCIPLE #5:**

**Build on the language, values, beliefs, qualities, cultures, and role models relevant to youth to effectively reach them.**

### **NEEDS, GAPS, IDEAS**

- Use kids' natural “goodness of heart” and “care for each other” qualities to help others get them involved in peer counseling programs and other activities that enhance their own and their peers' self-esteem
- Encourage kids to use their natural rebelliousness to motivate themselves and their peers to exceed adults' stereotypical expectations by participating in volunteer activities aimed at reducing drug use and increasing self-esteem
- Re-direct youth peer pressure, older adolescent influence on younger kids, and kids' need and desire to relate to other kids into creative peer mentoring programs that complement youth anti-drug efforts
- Use language and terminology to which kids can relate

## **PRINCIPLE #6:**

**Create incentives for youth to hear and listen to messages.**

### **NEEDS, GAPS, IDEAS**

Offer giveaways that attract youth to:

- contact relevant organizations
- call hotlines
- visit Web sites
- write for information
- stop at exhibits or displays
- pick up materials
- discuss issues with parents/peers/mentors/educators

## **PRINCIPLE #7:**

**Focus more resources on prevention rather than cessation of drug use; emphasize short-term risk of drug use rather than long-term risk.**

### **NEEDS, GAPS, IDEAS**

- Raise public's awareness of opportunity cost of drug abuse programs: "It costs more to get kids off drugs than to prevent their use"
- Communicate short-term risks to more effectively reach kids; kids tend to think short term rather than long term

## **PRINCIPLE #8:**

**Create "positive" opportunities, activities, and organizations that can provide youth with role models and a sense of identity/affiliation that can neutralize or counter the influence of drug-using gangs or cliques.**

### **NEEDS, GAPS, IDEAS**

- Model after BETA clubs
- Build on existing voluntary groups and clubs (e.g., 4-H, Girl/Boy Scouts)

## **PRINCIPLE #9:**

**Incorporate the spiritual element of youth development in message development.**

### **NEEDS, GAPS, IDEAS**

- Collaborate with faith communities to deliver messages to youth
- Consider kids' link to culture and spirituality in message design and delivery

**PRINCIPLE #10:**

**Promote connection between kids and parents, caring neighbors, other adults, and the larger community. Connection with others provides kids with a sense of belonging, security for themselves, and responsibility and accountability to the community.**

# **PARENTS AND CAREGIVERS**

## **PRINCIPLES, NEEDS, GAPS, IDEAS**

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### **PRINCIPLE #1:**

**Avoid blaming parents for youth drug use; instead, raise parents' awareness of prevalence, symptoms, and their responsibility to talk with their kids about drugs.**

### **NEEDS, GAPS, IDEAS**

- Develop guide to help parents talk with their kids about drugs
- Work with national organizations to make this information available to parents

### **PRINCIPLE #2:**

**Make messages, materials, and ads ethnically and culturally appropriate.**

### **NEEDS, GAPS, IDEAS**

- Work with organizations that advocate for or represent ethnic and cultural groups to shape messages, materials, and ads and to identify delivery mechanisms and communications vehicles

### **PRINCIPLE #3:**

**Incorporate parents' attitudes and experiences into message strategy.**

### **NEEDS, GAPS, IDEAS**

- Many parents may have used drugs in the 1960s and feel dishonest encouraging their kids to "resist" drug use
- Counter the "not-my-kid" attitude; many parents do not believe their kids use drugs
- Make parents aware of the present danger of drugs
- Consider the impact of social and environmental factors, such as stress, layoffs, illness, financial, and other problems, on parents and caregivers when developing message strategy and materials for them
- Suggest actions and develop guide materials that are realistic, easy to do/obtain and reasonable to accomplish

#### **PRINCIPLE #4:**

**Remind parents that the relationship their kids have with them and other adults will be the greatest influence in their kids' lives.**

##### **NEEDS, GAPS, IDEAS**

- Convince parents that kids care about what they think and pay attention to what parents say and do
- Prove to parents through research, statistics, etc., that kids are influenced by parents and other adults
- Identify ways to increase interaction between parents and kids
- Build on parents'/caregivers' sense of protectiveness to encourage them to talk with their kids about drugs (e.g., taking care of themselves and their loved ones)

#### **PRINCIPLE #5:**

**To effectively combat youth drug use, parents and caregivers require:**

- **Access to help and resources before the problem worsens**
- **Links to and support from existing local networks and groups**
- **Referrals to inexpensive and easy-to-use resources**

##### **NEEDS, GAPS, IDEAS**

Suggestions include:

- List of operational hotlines that parents can call
- Referrals to local counseling and support networks in their own communities
- Availability of and access to free or low-cost materials and videos
- Manual, guide, or turn-key kit

#### **PRINCIPLE #6:**

**Help parents develop the skills necessary to teach their kids how to resist drugs; parents and caregivers will listen to messages/advice if we focus on reinforcing their abilities and enhancing their skills rather than criticizing them or suggesting they don't know how to "parent effectively."**

##### **NEEDS, GAPS, IDEAS**

- Position materials as "pro-family" rather than "anti-drug" to allow for easier exchange between parents and kids
- Materials should reinforce parents' confidence and competence in talking with their kids about drugs – for example, a title should read "Family Drug Discussion Guide," instead of "Parenting Guide"

Help parents to:

- Understand terminology used by youth, youth entertainment and youth media
- Put media messages in context so they can teach kids to recognize the influence of media images in their kids' lives
- Take specific steps to fight drugs effectively (e.g., list of tasks for parents to do)
- Teach kids to develop resilience in making decisions
- Teach kids problem-solving techniques
- Develop strong core values in their kids
- Teach kids to become "informed consumers" about substance abuse
- Be more protective, involved, and vocal in their kids' lives
- Expand the scope of their responsibility to other people's kids (e.g., through mentoring, volunteering)

#### **PRINCIPLE #7:**

**Incorporate the spiritual element in parents' messages and materials.**

#### **NEEDS, GAPS, IDEAS**

- Use faith communities as a resource to teach parents to talk with kids about drugs
- Example of spiritual message: "Do it for those you love"

#### **PRINCIPLE #8:**

**Inform parents of the campaign's messages/strategies targeted to their kids so that they don't feel excluded; don't operate apart from parents or appear to go behind their backs to reach their kids.**

#### **PRINCIPLE #9:**

**Reach parents where they work, shop, meet, and live.**

#### **NEEDS, GAPS, IDEAS**

- Consider sidewalk and mall seminars and exhibits
- Explore exposing parents to information in high traffic areas, on weekends and holidays
- Use workplace as an education site (e.g., worksite programs)
- Think of civic, PTA, professional, and fraternal clubs and meetings as educational opportunities
- Reach parents through professionals (e.g., through brochures in the OB/GYN or pediatricians' offices)

# **OTHER ADULT INFLUENTIALS**

## **PRINCIPLES, NEEDS, GAPS, IDEAS**

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### **PRINCIPLE # 1:**

**Reach beyond community organizations to neighborhood and “street” influencers, for example:**

- **Faith community**
- **Police**
- **Barbershops and salons**
- **Pharmacies**
- **Schools**
- **Neighborhood retailers**

### **NEEDS, GAPS, IDEAS**

- Use informal delivery systems or informal community messengers (e.g., beauty salons, retailers, pharmacies) to communicate campaign information to parents, kids, and adults
- Develop resource kit, messages, and information targeted to core community sectors including those at “street” level to help them become part of the solution to keeping youth off drugs. Kit would include:
  - Posters
  - Brochures
  - Referral list for local anti-drug, youth development, or support programs
  - “How-to” guide to recognize symptoms, problems, and what to do/say

### **PRINCIPLE #2:**

**Tie into local chapters and members of national community, civic, professional organizations by designing activities and programs that complement the campaign and promote participation.**

### **NEEDS, GAPS, IDEAS**

- Link local chapters of national groups to existing anti-drug and youth development networks and alliances to enhance staffing, fundraising, and program implementation
- Develop specific guide for local chapters of national groups to participate in community anti-drug or youth development initiatives
- Include hotlinks to community anti-drug and youth development programs through national organization Web sites
- Develop a “turn-key kit” for chapter meetings that educates members about the campaign, recruits their participation, suggests effective activities and programs in



which they can become involved, and links them to local community anti-drug and youth resources (e.g., CADCA, Elks, YMCA, Join Together)

- Identify opportunities for local tagging through campaign ads and materials

### **PRINCIPLE #3:**

**Use worksite education to raise awareness among employers and staff about the importance of participating in the campaign or talking to kids about drugs as an investment in the future.**

#### **NEEDS, GAPS, IDEAS**

- Involve EAPs and HR directors in talking about kids and drugs in workplace
- Place posters in worksites offering information and resources
- Include messages as paycheck stuffers

### **PRINCIPLE #4:**

**Encourage other adult influencers to become mentors—formally, through existing programs, or informally to kids they know, especially those at risk.**

#### **NEEDS, GAPS, IDEAS**

- Tap panhellenic councils at local universities and colleges
- Work with coaches, teachers, and others whose work puts them in direct contact with kids who may need help
- Collaborate with existing mentoring programs (e.g., “America’s Promise” and others)

### **PRINCIPLE #5:**

**Develop materials for adult influencers to help get messages to kids.**

#### **NEEDS, GAPS, IDEAS**

- Disseminate through Web sites for adults
- Develop newsletter for adults, especially those in contact with kids
- Use turn-key program in Principle 2 for workplace and group settings other than local chapter/membership meetings

### **PRINCIPLE #6:**

**Involve corporate America through national and local businesses in supporting campaign efforts through funding, employee participation, information dissemination, and other unique programs.**

#### **NEEDS, GAPS, IDEAS**

- Place campaign ads locally
- Develop their own ads with campaign messages included

## **PRINCIPLE #7:**

**Identify local celebrities to participate in campaign including: civic and professional leaders, mayor, police, media personalities (radio and TV).**

### **NEEDS, GAPS, IDEAS**

Local celebrities can:

- Attend local campaign or anti-drug events
- Go to local schools to speak to kids
- Be present at local mall or shopping centers at youth development or anti-drug exhibits
- Speak at civic, professional, and community group meetings
- Include campaign messages in their own programs, games, meetings, worksites
- Create local PSAs for TV, radio

## **PRINCIPLE #8:**

**Institutionalize the concept of the whole community's being responsible for keeping youth safe and drug-free.**

### **NEEDS, GAPS, IDEAS**

- Encourage society to adopt a different approach to community-building ("it takes a village")
- Reinforce concept of extended family to local community (e.g., aunts/uncles, grandparents, neighbors, family friends)
- Support volunteer mentoring based on the fact that kids need trusting adults in their lives beyond parents and teachers

## **PRINCIPLE #9:**

**Re-activate school health and physical education programs.**

- Tap into intramural sports as a means to connect youth and adult influencers

## **PRINCIPLE #10:**

**Community needs to support and acknowledge positive youth activities, programs, and contributions.**

### **NEEDS, GAPS, IDEAS**

- Publicize youth heroes, awards, skills, good works, volunteerism through radio, TV, newspapers, schools, and clubs
- Recognize unique youth-directed efforts through awards, publicity, and other visible channels

## GENERAL SESSION PRINCIPLES

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1. **Localize messages and channels; provide local context to campaign messages**
2. **Tie campaign to existing services and groups (e.g., referrals)**
3. **Involve youth in campaign development as well as in campaign implementation**
4. **Make sure that messages are culturally appropriate, spiritually focused, and targeted to youth development; messages should bond the mind, heart, and soul**
5. **Research/test messages; all initiatives should, as much as possible, be based on scientific data**
6. **Evaluate the campaign based on REASONABLE OBJECTIVES to avoid predetermining “failure”**
7. **Campaign should focus on raising awareness and creating links to drug abuse prevention, not on service delivery**

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### *Summary*

*Panel participants urged ONDCP to develop an integrated, holistic, creative—but also realistic—campaign that relies on and creates resources that can produce actionable behaviors to which community, local, and state organizations are able to respond. As initial steps, ONDCP should clearly communicate to stakeholders, partners, and other interested parties the context of this campaign and its goals.*

## ONDCP PARTNERSHIP DEVELOPMENT PANEL MEETING

### Attendee List November 13, 1997

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## **Corporate Sponsorship/Participation Plan and Meeting Attendee List**

*This plan provides a rationale, and outlines goals and tactics for corporate sponsorship and participation in ONDCP's youth media campaign. A list of meeting attendees is presented at the end of the plan.*

**OFFICE OF NATIONAL DRUG CONTROL POLICY**

**National Youth Anti-Drug Media Campaign**

**CORPORATE SPONSORSHIP/PARTICIPATION PLAN**

**March 18, 1998**

**Submitted by:**

**Porter Novelli  
Washington, D.C.**

**Millsport  
Stamford, Connecticut**

**IEG  
Chicago, Illinois**

# INTRODUCTION

## RATIONALE FOR CORPORATE SPONSORSHIP

Corporate sponsorship can contribute both qualitative and quantitative value-added impact to the Office of National Drug Control Policy's (ONDCP) National Youth Anti-Drug Media Campaign. Corporate sponsorship lends itself perfectly to ONDCP's campaign objectives because it expands both the message-delivery potential of and funding for the campaign. It supports ONDCP's overall mission by providing opportunities to:

- Involve corporate America in **improving the quality of American life** by participating in an historic public/private partnership to ameliorate one of America's most urgent problems.
- **Increase distribution networks and promotional commitments** to boost awareness and educate Americans about the issue of youth substance abuse.
- **Deliver campaign messages** directly to key audiences through exciting events and activities that complement and enhance the national media campaign at the grassroots level.
- **Generate incremental resources** (i.e., increased financial contributions) from corporate America's marketing budgets to invest in community programs or other drug prevention activities.

- Sponsorship spending in the U.S. has increased from less than \$1 billion a year in 1986 to more than \$6.8 billion in 1998.
- International Events Groups (IEG) projects that more than 5,000 companies will spend a total of \$6.8 billion in sponsorship rights fees in 1998 and these same companies will spend a minimum of three times more on advertising and promoting their participation in sponsorships.

IEG Sponsorship Report, Chicago

The popularity of sponsorship as an effective and cost-efficient promotional and marketing tool has increased dramatically among major corporations and brands in the past 10 years. Corporate sponsorship complements and often replaces advertising because it helps a brand:

- Borrow equity from a social cause or event to differentiate and build image.
- Win brand loyalty from consumers interested in the event or cause.
- Build a relationship with specific audience segments.
- Achieve its marketing goals with greater cost-efficiency.

Corporate sponsors build relationships with target audiences through:

- Special events sponsorship, which brings the brand and target audience together around activities and entertainment that the target audience enjoys (e.g., concerts, festivals, sports events).
- Cause-related marketing, which unites the brand and target audience around participation in a charitable effort (e.g., fundraising runs or walks, or coupon redemption that benefits a cause).
- Educating target audiences on issues about which they are concerned.

Corporate sponsors understand that building relationships with target audiences around an event or cause offers added value that results in increased customer loyalty. Thus, dollars are often diverted from brand advertising budgets and used in corporate-sponsored events, activities, and causes that are identified as important or meaningful to target audiences.

Sixty-six percent of consumers are likely to purchase brands that support causes about which they are concerned. The top concerns among U.S. consumers are crime, environment, homelessness, drug abuse, and education.

Cone-Roper, 1997, Cause Related Marketing (CRM) Trends Report

Sponsorship is also an ideal organizational umbrella to cover diverse and valuable corporate participation elements—public relation, events, collateral materials, tie-ins with audience group settings (such as schools and malls), workplace communications, and potential logo usage.

To develop an attractive and competitive corporate sponsorship plan, ONDCP must identify resources and program elements that are compelling to potential corporate sponsors. The resources available to ONDCP in the form of national and local organization partners represent non-traditional “advertising media,” and are highly valued by corporate sponsors. These

resources include community anti-drug coalitions and programs; school, faith, civic, community, and professional alliances; and complementary government agency programs.

## Definition of Terms

1. **Corporate Sponsorship:** Rights fees paid by corporate brands in exchange for specific benefits and promotional rights around the campaign and its target audiences.
2. **Corporate Charitable Contributions:** Charitable donations of cash and/or in-kind services to ONDCP's campaign for the purposes of tax deductions, corporate foundation mandates, and recognition.
3. **Media or Promotional Match:** Free or discounted time or space given as part of media match or the requirement that corporate sponsors dedicate a percentage of their own media and promotional vehicles to publicizing their brand's participation in the campaign (e.g., cause marketing, creating their own ads around campaign messages).

Corporate sponsorship is the major focus of this plan. However, implementation of the plan is likely to also stimulate increased corporate charitable contributions and promotional matches for the campaign.

## CREATING THE PLAN

Porter Novelli convened a panel of 17 potential sponsors, media firms, and anti-drug organizations with knowledge about and experience with corporate sponsorship to guide the design of a corporate sponsorship plan. The result of this December 8, 1997, meeting is a *Corporate Sponsorship/Participation Plan* that includes:

1. Recommendations for corporate sponsorship planning, management, and marketing activities for **Year 1 (1998)**:
  - ONDCP staffing considerations;
  - Key legal issues and needs;
  - Corporate sponsorship identity, asset development, and pricing plan;
  - Corporate sponsor recruitment, sales, and marketing plan.
2. Recommendations for implementation of corporate sponsorship activities and events, recognition, and evaluation for **Year 2 (1999)**:
  - Corporate sponsorship launch, PR, promotional, and recognition plans;
  - Corporate sponsorship alliance outreach plan;
  - Corporate sponsorship workplace outreach plan;
  - Corporate sponsorship school outreach plan.
3. Principles resulting from the expert panel meeting that will help to guide the creation and planning of a broad, far-reaching corporate sponsorship program.

# **FROM GOALS TO TACTICS**

## **CAMPAIGN GOAL**

The overarching goal of this campaign is to educate and enable America's youth to reject illegal drugs. This includes preventing initiation of drug use and encouraging recreational users to discontinue use.

## **CORPORATE SPONSORSHIP GOAL**

The aim of the corporate sponsorship program is to design opportunities to recruit corporate America's participation in ONDCP's campaign. The effects of this recruitment will be to:

- Create opportunities to multiply and extend campaign messages into schools and workplaces through activities and events tailored for target audiences.
- Leverage corporate dollars to further advance the campaign.
- Generate \$25 million-\$50 million in additional media exposure and promotional resources for the campaign and its messages.
- Generate \$50 million-\$100 million in cash revenue to support new campaign activities (e.g., support for existing community youth-development and youth anti-drug programs).

## **CORPORATE SPONSORSHIP OBJECTIVES**

Achieving the overall goal will be best accomplished when the following objectives are realized:

1. Generate and utilize incremental marketing resources (dollars, in-kind, promotion, and publicity) from corporate America to provide communications and programmatic support for ONDCP's National Youth Anti-Drug Media Campaign.
2. Recruit social, civic, governmental, and business organizations that will undertake anti-drug communications and promotional participation to support ONDCP's campaign.
3. Create a promotional platform and secure funding for in-school communications and other message-distribution networks tailored to reaching the target audience of kids aged 9-18, parents, and other youth-influential adults.
4. Fund the implementation of special events and other exciting and visible communications activities appropriate to the target audiences.



## FUNDRAISING GOALS

The fundraising goals of the corporate sponsorship program are:

- \$10 million in cash during Year 1, and \$100 million over five years.
- \$5 million in additional sponsor-purchased advertisements and promotions during Year 1, and \$50 million over 5 years.

The costs of the corporate sponsorship program are:

- Approximately \$6 million in Year 1 (approximately \$1.5 million of which will fund program set-up costs).
- Approximately \$3 million per year for Years 2-5.

### CASE STUDY: STATUE OF LIBERTY AND AMERICAN EXPRESS

- 1 penny per transaction for fourth quarter
- Tagged \$4 million advertising campaign
- Raised \$1.7 million
- Increased card use 23%

IEG Sponsorship Report, Chicago

Unlike the Statue of Liberty campaign, ONDCP's effort is not a "one-time" sponsorship opportunity. ONDCP's sponsorship program is expected to increase in value every year and projected revenues are expected to greatly outpace costs in future years.

## **CORPORATE SPONSORSHIP STRATEGY**

The broad strategy for the corporate sponsorship program will involve activities related to four major strategies:

1. Develop and package an appealing and compelling mix of sponsorship benefits that complements and builds on the paid media campaign.
2. Tailor elements of the package to appeal to potential sponsors with specific interests in reaching youth, parents, and other youth-influential adults.
3. Design the sponsorship program to be open-ended so that it accommodates the anticipated exponential growth and expansion potential of the campaign while offering flexibility to potential sponsors who want to tailor their participation to meet their marketing objectives.
4. Create systems to enable ONDCP to efficiently direct the corporate sponsorship team (i.e., Porter Novelli, IEG, Millsport) in shaping, marketing, negotiating, and managing corporate sponsors and contributors.

Planning for the corporate sponsorship program should be initiated based on the assumption that the program's actual launch and implementation will be contingent upon:

- Development of a campaign logo and name that are approved by ONDCP.
- Resolution of an appropriate staffing plan and legal structure to accept sponsorship and charitable revenues, to contract for and manage services, and to deliver sponsor benefits.
- Consensus of support for the program before its launch from key government legislators and leaders, alliance organizations, and prospective corporate sponsors.

Two of the major advantages of this strategy are: (1) work invested in planning now for the corporate sponsorship program launch and implementation will build "equity" in the sponsorship program; and (2) we can prepare now to "sell-in" the sponsorship opportunity to the corporate market between July and October 1998, when most major marketers will be making their 1999 budget plans.

## **CORPORATE SPONSORSHIP TACTICS**

**Specific activities tied to the strategy will include:**

1. Develop ONDCP's corporate sponsorship program staffing plan.

2. Resolve legal and structural issues related to contracting, contributions management, and delivery of sponsor benefits:

- Identify legal entity to manage corporate program;
- Identify charitable structure to receive contributions;
- Define reinvestment strategy for corporate proceeds.

1. Create corporate sponsorship identity, asset development, and pricing plans:

- Develop identity package (e.g., logo, tagline, guidelines);
- Recruit and meet with alliance organizations (government and private), media, pro-sports, celebrity, and other appropriate partners for the program;
- Develop school-based programs and Web site;
- Develop workplace programs;
- Design and develop a promotional campaign in support of corporate sponsorship program;
- Conduct strategic audit of ONDCP's sponsorable assets ;
- Conduct competitive analysis and develop pricing plan;
- Devise and evaluate pricing strategies.
- Obtain initial feedback from target sponsors.

4. Recruit corporate sponsors:

- Rank potential sponsors;
- Develop sponsor sales presentation and materials.

Each of these four tactics is elaborated in the action plan that follows.

# **ACTION PLAN**

The action plan contains four major activities, each of which in turn has a number of other activities. The four major activities were outlined in the previous section. Here they are described in detail.

## **ACTION STEP 1. DEVELOP ONDCP CORPORATE SPONSORSHIP PROGRAM STAFFING PLAN**

The goals of developing a staffing plan are to:

- Maximize ONDCP direction and control of corporate sponsorship strategy and decision-making.
- Minimize the day-to-day involvement of ONDCP staff in implementation, evaluation, and negotiation with corporate sponsors.

The corporate sponsorship team will evaluate existing ONDCP staff, systems, and resources against needs related to corporate sponsorship planning, approvals, management, and implementation. The plan will provide ONDCP with recommendations related to:

- Supplementing ONDCP staff on- and off-site with contractor personnel.
- Developing an effective decision-making and approval system that minimizes ONDCP staff time.
- Establishing appropriate parameters to guide the corporate sponsorship team in:
  - developing campaign/sponsorship materials;
  - creating partner and sponsor relationships;
  - marketing sponsorship to corporations;
  - negotiating sponsor benefits and logo use;
  - acknowledging sponsors;
  - identifying spokespeople and celebrities.
- Evaluating program milestones.
- Anticipating program expansion.

## **ACTION STEP 2. RESOLVE LEGAL AND STRUCTURAL ISSUES RELATED TO CONTRACTING, CONTRIBUTIONS MANAGEMENT, AND DELIVERY OF SPONSOR BENEFITS**

The three main activities for this action step are discussed below.

### ***TASK 1: IDENTIFY LEGAL ENTITY TO MANAGE CORPORATE SPONSORSHIP PROGRAM***

It is important that ONDCP be prepared to identify an entity to collect, hold, and manage sponsorship funds received from corporations. The entity should be controlled and directed by ONDCP and its contractors and set up to avoid protracted RFP processes for services.

Working with ONDCP and its legal staff, Porter Novelli, Millsport, and IEG will evaluate short- and long-term needs and resources, for example:

- Status and regulations related to using ONDCP's current gift fund.
- Level of effort and process involved in creating an independent government corporation, organization, or foundation (e.g., similar to National Park Foundation, CDC Foundation).
- Opportunities for aligning with an existing non-profit entity for the purpose of campaign fund-raising activities.

In addition, we will draw upon experienced sponsorship lawyers, representatives from corporations and existing government foundations, and other legal and sponsorship experts to assist us in developing and recommending an appropriate approach to and structure for such an entity.

### ***TASK 2: IDENTIFY CHARITABLE STRUCTURE TO RECEIVE CONTRIBUTIONS***

Although corporate sponsorships will be systematically marketed to corporate America, some corporations will instead decide to be corporate contributors on a charitable basis. This category of donor is motivated less by the marketing edge participation provides and more by a wish to be recognized as a good corporate citizen by contributing dollars or in-kind products and services.

It is important to note that in most major corporations, charitable contributions are determined by departments other than marketing. Most Fortune 500 companies assign responsibility for charitable contributions to human resources management, a corporate charitable foundation, or to corporate contributions divisions.

Corporate contributors will not benefit from the same marketing opportunities as sponsors (e.g., use of campaign logo, access to partners, media opportunities). However, donors expect to take

tax deductions for charitable contributions (to 501(c) 3 entities) and receive public recognition or acknowledgement from the campaign and its partners.

To avoid potential conflicts with the corporate sponsorship program, charitable contribution recognition and acknowledgement benefits will be identified as soon as corporate sponsor packages are established. It will be worthwhile to explore the following options:

- Designating an existing government foundation or non-profit organization as the charitable grant-giving entity to enhance youth anti-drug efforts.
- Developing a strategy for creation of a Congressionally mandated government foundation for ONDCP that qualifies for charitable contributions tax status. The new entity offers an opportunity for ONDCP to leave a permanent legacy to the nation, in the form of an active foundation dedicated to fundraising, programming, and ensuring continued youth anti-drug efforts.
- Designing parameters and guidelines for corporate contributions that will guide negotiation with and recognition of donors.
- Garnering charitable cash or in-kind contributions for the campaign from referred corporations that are unable or unwilling to make the financial commitment required to become sponsors.

### ***TASK 3: DEFINE REINVESTMENT STRATEGY FOR CORPORATE PROCEEDS***

Given the potential for proceeds of \$10 million-\$20 million annually, ONDCP has significant flexibility and opportunity to enhance its media and corporate sponsorship campaign through several reinvestment vehicles, for example:

- Reserving funds for future years' corporate sponsorship programmatic activities (e.g., more and better concerts or school tours; new events or sites such as malls, video arcades).
- Allocating funds for current ONDCP programmatic priorities that complement the campaign (e.g., creation of an interactive video game or materials development).
- Supporting existing community programs or local organizations whose activities reinforce campaign messages.

Examples of specific activities that could be funded through reinvestment of proceeds include:

- After-school programs;
- Youth organization collaborations;
- Mall and retail outreach to kids and parents;
- Parks and recreation collaboration;
- School-based parents programs (e.g., PTA, book fairs).

ONDCP should consider, as a first step, using corporate funds raised through sponsorship to develop a “*Corporate Participation Program*” that recruits corporations throughout the country to carry campaign messages to their employees. Corporate participants are not sponsors, nor do they contribute cash, but rather are partners willing to carry messages about the campaign through their employee communications networks and vehicles at no cost to ONDCP. Their participation expands the reach of campaign messages through workplace communications such as:

- Employee newsletters;
- Notices on bulletin boards;
- Employee mailings;
- E-mail;
- Paycheck stuffers;
- Posters;
- Educational programs;
- Employee assistance or human resources programs.

Corporate participants provide the campaign with:

- Implied endorsement—by simply communicating ONDCP’s messages or disseminating ONDCP’s materials to employees, each corporation, in effect, endorses the campaign.
- Expanded reach of campaign messages and materials to a wider audience, which increases the value of the workplace program to corporate sponsors.
- Increased attention to the importance of the program—corporate distribution of campaign materials sends the message to employees that it is important to act on the information.

A “Corporate Participation Kit” is already proposed as part of the participation “requirement” for sponsoring companies in the first year of the corporate sponsorship program. This kit may be disseminated widely to corporate America to engage employers and employees in a “drug-free workplace” culture. The kit may contain:

- Compelling information on the economic impact of drug use on America’s workplaces and workforce;
- Campaign description and materials (brochures, posters);
- Listing and testimonials of partner organizations, agencies, and corporate sponsors;
- Sample articles/notices for placement in employee newsletters;
- Sample employee mailings, e-mail messages, paycheck stuffers;
- Resources and referrals related to local youth anti-drug, youth development, and parent education organizations and programs;
- Opportunities for corporate funding of or employee participation in national and local youth anti-drug initiatives, youth development programs, and parent-support efforts.

Mailings would be conducted to promote availability of the kit and to encourage participation to top employers and trade and professional associations nationwide.

### **ACTION STEP 3. CREATE CORPORATE SPONSORSHIP IDENTITY, ASSET DEVELOPMENT, AND PRICING PLANS**

#### ***TASK 1: DEVELOP IDENTITY PACKAGE (e.g., Logo, Taglines, Guidelines)***

The first step in developing a corporate identity is to create a compelling campaign name and logo that communicate the overall campaign mission and that are compatible for use in composite logos with corporate sponsors. The logo/name is envisioned as one branded mark that, using different graphic approaches, would be tailored to key audiences (e.g., adult, middle-school, and high-school youth). Corporate sponsors with the rights to use the logo/name in advertising and promotion will be guided by a graphic standards manual that will set specific guidelines for approved use of the campaign logo/name.



## ***TASK 2: RECRUIT AND MEET WITH ALLIANCE ORGANIZATIONS (GOVERNMENT AND PRIVATE), MEDIA, PRO-SPORTS, CELEBRITY, AND OTHER APPROPRIATE PARTNERS FOR THE PROGRAM***

For ONDCP, these core partnership assets include existing relationships with government and national and local organizations that can be translated into corporate sponsor benefits.

### **Government**

Government partnerships will be translated into several highly visible Washington, D.C., events for ONDCP campaign sponsors, contributors, and partners; these will be attended by bipartisan leadership from the top levels of government. Recommended events include:

- **Launch**—a well-publicized, bipartisan launch event with the President of the United States, the Director of ONDCP, key cabinet officials, and Members of Congress.
- **White House luncheon or reception**—bipartisan event to recognize or honor corporate sponsors featuring the President/Vice President of the United States, the Director of ONDCP, key cabinet officials, and/or Members of Congress.
- **Annual project gala at White House**—annual event that includes awards to acknowledge sponsors, media, and alliance partners.

### **Alliance Organizations**

The corporate sponsorship effort will build on existing relationships with national and local organizations and government agencies involved in youth anti-drug and youth development efforts. Funding and support should be made available to receptive organizations and agencies to design and endorse in-school, community, and workplace programs that these groups can sponsor and that effectively and creatively deliver campaign messages to youth, parents, and other youth-influential adults.

Collateral materials will be developed with each alliance partner; they will carry the partner's name and be distributed through the partner's own dissemination channels to members and constituencies.

Some organizations and agencies that have already expressed interest in partnership with the campaign are:

- PTAs;
- YMCA;
- National High School Athletic Coaches Association;
- Community Anti-Drug Coalitions of America (CADCA);
- National Association of Secondary Schools.

ONDCP will formalize and expand its relationships with these ally organizations and other organizations into an “alliance network.” The network of partner organizations will participate in the campaign by disseminating campaign messages and providing information about corporate sponsorship activities and plans to members and constituents.

## **Barter Sponsorships**

Barter sponsors do not contribute cash but they help to create additional package elements that appeal to target audiences. These relationships will also ensure that the sponsorship program obtains sufficient visibility and publicity to attract participation by target audiences and to provide

additional benefits to sponsors. Barter sponsors pay for “official sponsorship” status with unique in-kind services and products such as advertising time or space, celebrity appearances, promotional activities, logo endorsements, tickets, hospitality, and sponsor benefits. Barter sponsors are likely to include:

- ***Pro-Sports Leagues***

Pro-sports leagues (baseball, basketball, football, soccer, hockey) will be approached as barter sponsors to the campaign. Typically, leagues will provide such in-kind services and products as:

- Commitment to sponsor youth clinics at each team’s local arena;
- Player appearances in videos;
- Program advertising space;
- Game promotion events;
- Logo endorsements;
- Event tickets/hospitality;
- Athletes’ participation in local school tour events in 15-20 select markets;
- Team merchandise for giveaways.

- ***Media Partners***

ONDCP’s media buying provides opportunities to involve media partners in cross-promotions that may be leveraged to include additional in-kind services and products as part of a barter sponsorship. ONDCP may want to recruit the following media partners and offer them an opportunity to be designated as an official sponsor:

- Channel 1, which has expressed a willingness to promote assembly and tour programs in schools and cover related national events on daily in-school broadcasts.
- MTV, which has an interest in providing promotion and air time to publicize special event concert(s) or air the concert after school hours to extend message delivery to a larger audience.
- ESPN, which routinely sponsors pro-sports player tours and may be willing to bring players on school tours or youth clinics and promote these activities on air at no cost to ONDCP.

## **Buttressing Ally and Barter Relationships**

To build on existing relationships with allies and on barter sponsorships with pro-sports leagues and media, the creation and implementation of other elements in Year 1 of the corporate sponsorship campaign are suggested. These are described below in tasks 3-7 of Action Step Three.

### ***TASK 3: DEVELOP SCHOOL-BASED PROGRAMS AND WEB SITE***

#### **School program**

Based on the overwhelming consensus of corporations at the Corporate Sponsorship Expert Panel meeting, it is recommended that the central corporate sponsor asset for Year 1 of this plan focus on in-school programs.

The in-school program will be developed in collaboration with national, state, and local organization allies and government agencies that have an interest in participating *and* have access to schools. The sponsorship package does *not* provide corporations with the right to advertise or carry commercial messages as part of the in-school program. Corporate sponsor messages will be presented as a philanthropic gesture (e.g., “Pepsi is proud to present”) rather than being commercially driven.

Given the non-commercial nature of the messages and materials, it can be anticipated that content of the in-school program will convey key campaign messages and speak directly to the schools’ own priorities related to ONDCP’s campaign goal—keeping kids off drugs and promoting youth development. Several viable professional, community, and school-based organizations have already expressed interest in participating in the program—coaches, Channel 1, CADCA, the STEP Program, principals. It is expected that other potential partners will be willing to assist in the development and implementation of the program.

School program recommendations for Year 1 of the corporate sponsorship plan include:

- **Live special event concert teleconferenced to school assemblies**

The concept is to build on or create a concert that is broadcast live to schools on a teleconference basis and to tie in local radio stations and DJs in participating markets. The ONDCP campaign owns the rights to title sponsorship and can offer pass-through rights for campaign corporate sponsors; for example, the campaign might resell the right to signage, advertising, and listing on concert merchandise to participating corporate sponsors.

The concert event is likely to include:

- Artists who are “turning their lyrics around;”
- Videotaping concert for future use;
- Online broadcast at a later date;
- Radio station broadcast at a later date;

- CD development and distribution;
- Merchandise development and sales;
- Creating linkages/referrals to local youth-development and anti-drug groups.

To evaluate a potential concert event, it will be important to:

- Assess other co-sponsors for compatibility/conflict;
- Identify financial investment required;
- Detail specific assets, such as number of markets, value of media buy, personal appearances by performers.

- **State-of-the art assembly package for schools**

Whether tied to the concert event or not, an assembly package for schools offers “turn-key” opportunities to deliver campaign messages in a meaningful way. For example, the assembly package would:

- Be “cool” in format, style, and content;
- Include music videos;
- Have corresponding print collateral;
- Include a wall poster series;
- Feature live celebrity hosts in selected cities, e.g., DJs, athletes, performers;
- Contain a take-home or mailer to parents.

The package should be endorsed and developed in cooperation with key school groups (PTA, coaches, principals).

#### ***TASK 4: DEVELOP WORKPLACE PROGRAM***

A workplace/employee program will help corporate sponsors educate and involve their own employees in the campaign. It should be designed so it could be shared with corporations nationwide through government, trade associations, unions, professional associations, and other national, state, and local organizations that reach employees in their workplaces. Elements should include a comprehensive employee communications program delivered by ONDCP to employees of sponsors, complete with materials including a video, collateral print material, and interactive opportunities. This program will also serve as the basis for the Corporate Participation Program to be funded by sponsorship fees.

## ***TASK 5: DESIGN AND DEVELOP A PROMOTIONAL CAMPAIGN IN SUPPORT OF CORPORATE SPONSORSHIP PROGRAM***

A public relations and promotion campaign in support of the corporate sponsorship program is critical to ensuring promised sponsor visibility and campaign recognition. The elements of the campaign for Year 1 will include:

- **National ONDCP Launch Event**

Porter Novelli will conduct a launch event that includes spokespeople from the White House, ONDCP's Director, Cabinet officials and Congress, national organization leaders and barter sponsors, and an influential chairperson of the corporate sponsorship campaign (to be identified). The key to getting top media coverage will be in selecting recognized and popular spokespeople to participate in the launch.

The launch will be pitched nationally to top print and broadcast media, business trades, national organization publications, and communications vehicles. Media, national organizations, and government partners will be invited to attend the event, which will offer significant photo opportunities. Matte releases and radio actualities will be developed to reach local and regional weeklies. Long-lead publications will be pitched for evergreen stories around the campaign, sponsors, and special events. We anticipate that significant coverage will result from this event to kick-off the corporate sponsorship campaign.

- **Chairperson Media Tour**

Following the launch, the official corporate sponsorship campaign chairperson will participate in a media tour of 15 markets nationwide, or, alternatively, if the chairperson is unable to travel, conduct a satellite media tour at the time of the launch. Print and broadcast interviews will be sought, especially talk shows, morning programming, and prime-time news magazines. Chairpeople could be selected from among celebrity athletes, comedians, performers, musicians, and corporate leaders.

- **Corporate Sponsor Announcements**

Press events and releases will be coordinated to provide maximum benefit and positioning to corporate sponsors and ONDCP's campaign. This will be best accomplished by a collaboration among corporate sponsors' public relations agencies and staff, Porter Novelli, and ONDCP.

- **Concert PR/Promotion Program**

Public relations and publicity efforts will be undertaken to introduce the concert and to promote participation by schools in the live telecast. This will include direct-to-school publicity, national and local broadcast and print media relations, communications with ally

organizations, and placement of announcements or stories in ally groups' national (and local) member publications and outreach to youth programs and publications.

- **Alliance Organization PR Announcements**

Partners from national organizations and participating government agencies will also release announcements of their participation in the campaign. Each organization and agency will receive a publicity kit of campaign materials, messages, and sponsor information that can be tailored to their own members' or constituencies' interests, focus, and concerns.

- **Paid Recognition Advertising**

As part of their benefits package, sponsors will be listed in a print ad campaign to thank corporate and barter sponsors. The ads will be run regularly in the business, sponsors' trade, and marketing press. We will explore barter for ads: a media match offered in return for an ad buy.

- **Develop Web site Strategies**

Corporate and barter sponsors, and allies from government and other organizations will want to have "hyper-links" to the campaign Web site. At the ONDCP Partnership Development Expert Panel meeting, the vast majority of organizations wanted to participate in the campaign in this way, and some were willing to highlight campaign sponsors, partners, and allies through Web exposure.

## ***TASK 6: CONDUCT STRATEGIC AUDIT OF ONDCP'S SPONSORABLE ASSETS***

ONDCP possesses assets that translate into potential rights and benefits that can be incorporated into its sponsorship strategy:

### **Distinctive Assets**

The ONDCP campaign is unlike any other cause program of any kind because:

- It is a universally important and distinctive campaign;
- It is backed by a \$175 million media campaign annual budget;
- The highest level of government leadership supports this effort;
- The campaign is new and timely;
- The sponsorship benefits are highly compatible with potential sponsor audience segments (e.g., youth, parents, schools, workplace).

The results of the National Youth Anti-Drug Media Campaign will be measurable both in terms of impressions (e.g., number of participants attending activities, events; Web-Site hits; materials distributed; broadcast identification) and impact (e.g., behavior change, social change outcomes).

## **Core Assets**

Core assets are defined as those elements that distinguish the “property” or program to be sold to corporate sponsors. Broadly, ONDCP’s core assets include: project identity, government events, and employee communications programs. These can be translated into:

- Existing ONDCP programs or relationships that can be leveraged as a benefit to corporate sponsors.
- New ONDCP programs or relationships that respond to needs of corporate sponsors and can and be developed in support of the program.
- Services and activities that enhance or complement the program and make it more attractive for corporate sponsors to sign on.

To justify expending their marketing budgets for corporate sponsorship, corporate brands must realize significant benefits from participation that translate into increased sales. Brands evaluate competing corporate sponsorship opportunities based on assets offered that will generate benefits for their product before target audiences. This includes, for example:

- Access to target audiences/settings that brands would not otherwise have;
- Compatibility of brand’s audience segments with sponsorship opportunity;
- Visibility of opportunity before customer audience.

Based on the advice of the Corporate Sponsorship Expert Panel, it appears that ONDCP owns or can borrow assets from organizational, media, and governmental partners that translate into significant rights and benefits associated with the sponsorship opportunity.

## **Sponsorship Levels and Rights**

It is probably advisable to establish broad sponsorship categories that can be tailored to allow flexibility in negotiating the terms, rights, levels, and benefits of sponsorship with each corporate sponsor. Each of the categories of sponsorship has value to corporate sponsors because of the audiences each one reaches. For example, an automobile manufacturer is unlikely to be interested in becoming a “kids program” sponsor; however, targeting the parents, alliance partners, or workplace programs might be an ideal match for the manufacturer.

Sponsor rights being considered for the campaign include:

- Use of campaign logo on sponsor promotional materials (e.g., ads, brochures, products labeling);
- Product sampling;
- Product/service display;
- Mailing list usage;
- Web site ID and hotlink;
- Tickets/hospitality.

Sponsorship packages may also be offered to targeted corporations that support ONDCP's mission and message. These may include:

- Kids program package: school tour, government events.
- Parents program package: employee program, parents program (through alliance partners), government events.
- Promotional partner: Media or promotional commitment to the campaign.

A listing of rights and benefits for each prototype package will be provided as a result of the sponsorable asset audit. It will become the basis for the competitive analysis and pricing plan.

## ***TASK 7: CONDUCT COMPETITIVE ANALYSIS AND DEVELOP PRICING PLAN***

Subject to IEG's sponsorship audit and Millsport's initial discussions with potential partners and corporate sponsors, the cost of sponsorship packages may range from \$200,000 to \$2 million based on the key terms, rights, and benefits developed at each level of participation. Packaging strategies and pricing will be determined in the following ways:

### **Conduct inventory of ONDCP's owned or borrowed assets:**

- Media campaign;
- School program;
- Launch events;
- Web site;
- Broadcast (e.g., radio special);
- Licensing (e.g., CD with targeted artists);
- Collateral (e.g., teachers' guides, videos, posters);
- Audiences (e.g., kids, parents, employees);
- Alliance partnerships such as YMCA, PTA, High School Athletic Coaches; Association (e.g., anti-drug programs, mailing list, ads/editorial in publications);
- Government channels.



**Conduct inventory of acquired assets:**

- Concert tour;
- Pro-league extensions such as NFL, NBA (e.g., program ads, youth clinics, player appearances, game promotion events, logo endorsements, grassroots program ties);
- Talent such as celebrity chair, spokespeople (e.g., appearances, endorsed letters).

**Create the most lucrative sponsorship strategy while keeping with ONDCP's overall mission, restrictions, and philosophy:**

- Determine which assets are most marketable to potential cosponsors;
- Analyze the best method of combining assets to maximize resources and price.

**Establish major types of sponsorships, identifying key terms, rights, and benefits with each package, such as:**

- Kids program package;
- Parents program package;
- Promotional partners.

**Create packages that add value:**

Packages will be created to take advantage of cross-promotional media matches that result from the paid media plan (e.g., collaborate with MTV music awards). In addition, retail partnerships through consumer product sponsors will be explored.

***TASK 8: DEVISE AND EVALUATE PRICING STRATEGIES***

A meeting with three or four target sponsors should be conducted at this stage. The primary purpose of this introductory meeting would be to obtain sponsors' feedback on the overall plan, as reflected by the pricing strategies. Attention would be given to the considerations enumerated below.

**Calculate the value of tangible benefits in each package:**

- Guaranteed measured media (broadcast identification, program ads);
- Guaranteed non-measured media (signage, merchandise);
- Product sampling;
- Product/service display;
- Mailing list use;
- Web site ID and hot link;
- Tickets/hospitality.

**Estimate the value of ONDCP's intangible assets:**

- Prestige;
- Recognition;
- Level of audience interest/loyalty;
- Category exclusivity;
- Media coverage potential;

- Ability to deliver on promises.

**Factor in other considerations:**

- Geographic reach;
- Impact.

**Account for market factors:**

- Costs of sponsoring competing properties;
- Competitiveness of sponsor category.

**Identify price adjusters:**

- Number of categories purchased;
- Promotional commitment;
- In-kind products or services.

Once the IEG audit is complete, a pricing structure will emerge that will require comparison against other sponsorship opportunities. ONDCP will need two reports:

- ***IEG Valuation Statement***, which will contain base fees and pricing documentation for each package:
  - Tangible benefits;
  - Intangible assets;
  - Geographic reach/impact;
  - Cost/benefit ratio;
  - Price adjusters.
- ***Revenue Projections***
  - Estimated revenue potential for ONDCP campaign.

***TASK 9: OBTAIN INITIAL FEEDBACK FROM TARGET SPONSORS***

The final step is the presentation of packages to potential “priority” corporate sponsors to determine what the “market will bear” in terms of package pricing. Meeting with three to four sponsors will take place to introduce the concept and obtain initial feedback to fine-tune the plan and pricing.

**ACTION STEP 4. RECRUIT CORPORATE SPONSORS**

***TASK 1: RANK POTENTIAL SPONSORS***

Through an analysis of potential sponsors, target sponsors will be identified and ranked relative to their potential for support. Research will be conducted on prospective sponsors that are involved with other national causes, anti-drug organizations, workplace programs, and opportunities

targeted to middle- and high-school students. An analysis will determine which corporations are likely to find what elements of ONDCP's sponsorship plan appealing and at what cost.

### **Potential Sponsor Targets Report**

This deliverable product will identify the most likely sponsors and their preferences, including:

- Major properties sponsored;
- Preferred property type/affiliation;
- Sponsorship term;
- Estimated rights fee.

Once potential sponsors have been ranked, preliminary meetings will be held with three or four of the most promising corporations to introduce them to the concept and plan and obtain valuable feedback on the program's viability for sponsorship. **After this meeting, ONDCP will solicit recommendations on whether to proceed with the *Corporate Sponsorship/Participation Plan*.**

On the assumption that a decision is made to continue, work will begin on Task Two in this Action Step.

### ***TASK 2: DEVELOP SPONSOR SALES PRESENTATION AND MATERIALS***

The corporate sponsorship team will solicit sponsors as soon as the 1998 sponsorship package is complete; projections are for success in recruiting sponsors in late Summer/early Fall, 1998. To kick-off the campaign, it may be advisable to send a letter to sponsor targets from Director McCaffrey calling on corporate America to bring its resources to bear on ONDCP's campaign through the corporate sponsorship effort.

As a result of the cost/benefit analysis (conducted in Action Step Three), proposals and sales strategies will be developed for use in sponsor solicitation. These will include a written prototype proposal, and a promotional menu outlining sales overlays tailored to the business category of potential sponsors.

Although the fundraising goal of the corporate sponsorship program over five years is to raise an average of \$15 million-\$20 million in cash matched by \$5 million-\$10 million in media placement by sponsors **annually**, consideration will be given to corporations that seek to participate as "value-in-kind (VIK)" sponsors. The value of the "in-kind" contribution will be assigned (e.g., value of all of McDonald's tray liners for a year) and evaluated against current cash sponsorship packages. Whether the VIK contribution is accepted will depend on both achieving a balance between cash and in-kind media and ensuring "fairness" vis-à-vis other corporate sponsors. Although we do not favor "non-cash" value in-kind contributions, we expect that some VIK contributions will qualify for sponsorship status because their activities meet the requirements of corporate sponsorship.

As recommended by the Corporate Sponsorship Expert Panel, manufacturers of tobacco and alcohol products will not be solicited as sponsors. Should they approach ONDCP to offer support, each will be considered on a case-by-case basis.

# CAPABILITIES

## MILLSPORT

Founded in 1975, Millsport is a full-service event-marketing agency dedicated to helping its corporate clients profitably leverage major event sponsorship. With offices in Stamford, Connecticut; Foster City, California; Dallas, Texas; Atlanta, Georgia; and Sydney, Australia, Millsport provides its clients with a wide range of sports-related marketing services, including sports sponsorship consultation, television production, public relations, sports promotion, and event administration.

The agency is a recognized leader in Olympic and NFL sponsorship leveraging, and maintains the best record of long-term corporate client retention in the sports marketing industry.

James R. Millman, founder, is Chairman and Chief Executive Officer of Millsport. Mr. Millman began his career in sports as a Production Assistant with ABC Sports in 1968. He joined Philip Morris, Inc., as Coordinator of Sports and Special Events the next year. In 1975, he left Philip Morris to launch Millsport. A graduate of Ohio University, Mr. Millman lives in New Rochelle, New York, with his wife and two children.

## INTERNATIONAL EVENTS GROUPS (IEG)

IEG has been tracking the highly specialized areas of sports, arts, entertainment, event and cause marketing for more than 15 years. IEG produces the internationally renowned IEG Event Marketing Seminar, attended by 1,100 executives each year. A leader in event marketing strategic consulting, IEG does not manage or implement any sponsorship programs for corporate marketers, nor does the company sell or represent any sponsorship opportunities for properties—an important distinction for clients seeking objective counsel. IEG founded and publishes sponsorship's biweekly newsletter, *IEG Sponsorship Report*, as well as the *IEG Sponsorship Sourcebook* and *IEG Legal Guide to Sponsorship*.

Paula A. Oyer is the President of IEG Consulting. Before joining IEG, Ms. Oyer was Executive Director for two Olympic national governing bodies, and earlier worked for PepsiCo in its sports marketing department. She served on the Women's Sports Foundation Board of Trustees and FISA (International Olympic Rowing Federation) Council, establishing and chairing the Marketing, Sponsorship and Finance Commission.

# **TIMELINE**

## **Phase 1: (March-June, 1998)**

Action Step One: Develop ONDCP corporate sponsorship program staffing plan.

Action Step Two: Resolve legal and structural issues related to contracting, contributions management, and delivery of sponsor benefits.

Task 1: Identify legal entity to manage corporate program

Task 2: Identify charitable structure to receive contributions

Task 3: Define reinvestment strategy for corporate proceeds

Action Step Three: Create corporate sponsorship identity, asset development and pricing plans.

Task 1: Develop identity package (e.g., logo, tagline, guidelines)

Task 2: Recruit and meet with alliance organizations (government and private), media, pro-sports, celebrity, and other partners for the program

Task 3: Develop school-based assembly programs and Web site

Task 4: Develop workplace programs

Task 5: Design and develop a promotional campaign in support of corporate sponsorship program

Task 6: Conduct strategic audit of ONDCP's sponsorable assets

Task 7: Conduct competitive analysis and develop pricing plan

Task 8: Devise and evaluate pricing strategies

Task 9: Obtain initial feedback from target sponsors

## **Phase 2: (July-December, 1998)**

Action Step Four: Recruit corporate sponsors.

Task 1: Rank potential sponsors

Task 2: Develop sponsor sales presentation and materials

## **Phase 3: (1999)**

Implement corporate sponsorship package.

Task 1: Corporate sponsorship launch, PR, promotional, and recognition plans

Task 2: Corporate sponsorship alliance outreach plan

Task 3: Corporate sponsorship workplace outreach plan

Task 4: Corporate sponsorship school outreach plan

# BUDGET

## Phase 1: (March-June, 1998)

Action Step One: Develop ONDCP corporate sponsorship program staffing plan.	\$ 25,000
Action Step Two: Resolve legal and structural issues.	\$ 150,000
- Identify legal entity to manage corporate program	
- Identify charitable structure to receive contributions	
- Define reinvestment strategy for corporate proceeds	
Action Step Three: Create corporate sponsorship identity, asset development, and pricing plans.	
- Develop identity package	\$ 76,000
- Recruit partners for the program	\$ 100,000
- Develop school, Web site, and employee programs	\$ 30,000
- Conduct strategic audit of ONDCP's assets and competitive analysis for pricing plan	\$ 179,000
- Onsite staff, senior counseling, management	\$ 155,000

**Phase 1 : Total** **\$715,000**

## Phase 2: (July- December 1998)

Action Step Four: Recruit corporate sponsors.	
- Potential sponsor outreach meetings	\$ 23,000
- Sponsor materials creation	\$ 33,000
- Sales fee	\$150,000
- Corporate charitable contributions management	\$ 90,000
- Events planning	\$337,000
- Onsite staff, senior counseling, management	\$240,000

**Phase 2: Total** **\$873,000**

**Phase 3: (1999)** **\$4,500,000 (est.)**

Implement corporate sponsorship package.	
- Corporate sponsorship launch, PR, promotional, and recognition plans	
- Corporate sponsorship alliance outreach plan	
- Corporate sponsorship workplace outreach plan	
- Corporate sponsorship school outreach plan	

# **APPENDIX A:**

## **Principles of Corporate Sponsorship**

On December 8, 1997, Porter Novelli convened a Corporate Sponsorship Expert Panel in Washington, D.C., to:

- Evaluate the viability of utilizing sponsorship as part of the ONDCP youth anti-drug media communications effort
- Gain consensus on important elements of the sponsorship programs
- Identify key business considerations, assets, and challenges to achieving success with the sponsorship strategy
- Explore potential resources, assets, and promotional tactics that should be evaluated for inclusion in the sponsorship plan

The conclusions are described below in the form of principles for corporate sponsorship.

### **DESIGNING THE PROPERTY**

- The campaign and sponsorship effort should develop a name, emblem, logo and/or tagline as a “mark” of the campaign; this “identity” should have equity, financial value, and recognition across national and local advertising and programming and for use in joint marketing (with sponsors).
- For the purpose of corporate sponsors, ONDCP needs to market the campaign to corporate brands on the basis of share and profitability so that it stands on its own merit as a marketing platform to boost sales rather than as a charitable cause.
- The *Corporate Sponsorship/Participation Plan* should be built around the unique resources of the campaign such as organizational support, civic alliances, and access to schools and workplaces.
- The cause and message of the campaign in and of itself is very important in communication and should not be exclusively driven by sponsorship.
- Certain elements of the sponsorship program respond to the mission of the campaign and must be included—whether or not they are “marketable” to sponsors (e.g., materials, program content).
- The *Corporate Sponsorship/Participation Plan* should offer sponsors access that they cannot otherwise get to schools, workplaces, and organizations.



- The *Corporate Sponsorship/Participation Plan* should include several options that appeal to companies that target campaign audiences: kids, parents, schools, employees.
- The *Corporate Sponsorship/Participation Plan* should have a range of opportunities for companies that cannot afford to partner as a sponsor.
- The plan should enumerate opportunities to reach diverse audiences.

## POSITIONING THE CORPORATE PARTNERSHIP PROGRAM

- **Neutralizing Criticism:** There may be public criticism that ONDCP is launching a corporate sponsorship effort for what is already a paid media campaign. To avoid this criticism and alienating other related organizations, the campaign should channel money raised back into communications and educational activities. This will give “legs” to media campaign nationally and locally.
  - A government-sponsored campaign may in and of itself be perceived negatively by some members of the target audience. Consider creating a separate entity (e.g., a foundation) with a high-profile, credible leader to house the campaign; thus it becomes an independent entity with support from government, corporate America, and perhaps other private funds.
- **Ensuring Ongoing Support:** Corporate sponsorship can become a measurable indication of support for the campaign to Congress, policy makers, and other potential corporate sponsors. It creates objective measures (e.g., money, national and local involvement) that can be linked to campaign success.
  - Create opportunities to publicly thank and recognize corporate, media, organizations, and governmental partners.
  - Build in recognition benefits for sponsors such as ads thanking campaign sponsors in key business and consumer publications.

## MARKETING TO CORPORATIONS

- **Pitching/selling to potential funders/sponsors:**
  - Build case for support based on positive consumer attitudes about corporations that sponsor worthy causes.
  - To attract sponsors, create partnerships with media and partners that have effective connections or communications channels that reach target audiences .

- Remind potential sponsors that it is easier to reach youth through non-traditional means such as the Internet, sports, and computer games than through advertising.

- **Identifying and recruiting partners:**

- Sponsorships are not easy for corporations, and a degree of emotional “buy-in” is required. Thus it is very important to have creative positioning in place before approaching potential sponsors.
- In targeting companies for sponsorship, a “two-pronged” approach is advised:
  - Seek some companies for the credibility they have with the target audience (e.g., really cool, teen-friendly companies).
  - Seek other companies for the access and credibility they need from affiliating with the ONDCP campaign.

- **Promotion, visibility, and publicity:**

- Encourage corporate sponsors to use their own media and creativity to add value to campaign efforts.
- Position the media-match or cross-promotion from the ad buy as the first “media” partners.
- Conduct major bipartisan launch event in Washington later in the year to include corporate sponsors; involve the White House and other key leaders from both political sides.

# **ONDCP Corporate Sponsorship Expert Panel Meeting**

**December 8, 1997**

## **Final Attendee List**

Ms. Kenetta Bailey  
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Mr. Bill Ellis  
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K-Mart Kids Race Against Drugs  
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CEO and President  
Europe Craft Imports (Members Only)  
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Director of Operations  
Partnership for a Drug-Free America

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#### **ONDCP Attendees**

Jill Bartholomew  
John Hale  
Alan Levitt

#### **Porter Novelli Attendees**

Natalie Adler  
Rebecca Ellison  
Vicky Jaffe  
Marge Ledford  
Susan Maguire  
Ed Maibach  
Janine Payne  
Lori Ross  
Kuntal Shah Warwick

## **One-on-One Interviews List**

*Individuals with whom Porter Novelli had in-person or telephone meetings to elicit input into the planning process (between September, 1997 and February, 1998).*

**ONDCP NATIONAL YOUTH ANTI-DRUG MEDIA CAMPAIGN**  
**One-on-One Interview List**

Media/Entertainment

NAME	ORGANIZATION
Rory Benson	National Association of Broadcasters
Barbara Bloom	ABC Television Network
Caroline Bockridge	MTV
Helen Boehm, Ph.D.	MTV
Dick Bonnette	Partnership for a Drug-Free America (PDFA)
Janet Borelli	MTV
Katie Chin	Alcone Marketing Group
Anna Maria Cugliari	The Advertising Council, Inc.
Todd Cunningham	MTV
Barbara Delaney	Partnership for a Drug-Free America (PDFA)
Steve Dnistrian	Partnership for a Drug-Free America (PDFA)
Bonny Dore	Bonny Dore Productions, Inc.
Dennis Doty	Producers' Caucus
Bryan Dyak	Entertainment Industries Council, Inc.
Betsy Frank	MTV
Charles Fries	Producers' Caucus
Bernard Gross	Partnership for a Drug-Free America (PDFA)
Susan Haspell	NBC Division of Broadcast Standards and Content
Andy Hill	Channel One Network
Marcy Kelly	Mediascope
Paul LaRocca	Channel One Network
Nick Leonardo	ABC Radio Networks
Jennifer Livengood	National Association of Broadcasters
James Loper	Academy of Television Arts & Sciences
Dave Madson	Partnership for a Drug-Free Iowa
Meryl Marshall	Academy of Television Arts & Sciences
Ginna Marston	Partnership for a Drug-Free America (PDFA)
L. Clark Morehouse	Channel One Network
Timothy Nichols	Channel One Network
Steve Pasierb	Partnership for a Drug-Free America (PDFA)
Wendy Riche	Executive Producer, "General Hospital"
Jill Shiner	American Passage
Doria Steedman	Partnership for a Drug-Free America
Suzanne Stutman	Institute of Mental Health Initiatives

M. David Tanzer	Channel One Network
Mike Townsend	Partnership for a Drug-Free America
Jane Weddington	Sports Illustrated for Kids
Roz Weinman	NBC Division of Broadcast Standards and Content
Ruth Wooden	The Advertising Council, Inc.

#### Centers

NAME	ORGANIZATION
Kerby Alvy, Ph.D.	Center for the Improvement of Child Caring
Joseph Califano, Jr.	National Center on Addiction and Substance Abuse, Columbia University
Willam M. Caltrider, Jr.	Center for Alcohol and Drug Research and Education
Susan Flowers	Resource Center on Substance Abuse Prevention & Disability
Carol McDaid	Hazeldon
Jane Nakken	Hazeldon
Hampton Shaddock	Hazeldon
Larry Wallach, Dr.P.H.	Berkeley Research Center

#### Community/Civic

NAME	ORGANIZATION
Ken Augustson	National Drug Prevention League
Diane Barry	Join Together
Dan Buie	Texans War on Drugs
Jacqueline Butler	African American Parents for Drug Prevention
Jack Calhoun	National Crime Prevention Council
Gail Cincotta	National People's Action
Nelson Cooney	Community Anti-Drug Coalitions of America
Jim Copple	Community Anti-Drug Coalitions of America
Phil Diaz	National Drug Prevention League
Peter Farnsworth	Proserv
James Feldman, Ph.D.	Kids Peace
Joe Gindi	United Cerebral Palsy, NY
Janice Ford Griffin	Join Together
Bobby Heard	Mothers Against Drunk Driving (MADD)
Sarah Kayson	National Council on Alcoholism and Drug Dependence
Judi Kosterman	Community Anti-Drug Coalitions of America
Kevin McEneaney	Phoenix House Foundation
Bill Novelli	National Center for Tobacco Free Kids
Mitch Rosenthal	Phoenix House Foundation
Sue Thau	Community Anti-Drug Coalitions of America
Carol Wortman	DrugWatch International

## Government

NAME	ORGANIZATION
Dave Anderson	Arizona Tobacco Education Prevention Program
Elaine Baldwin	National Institute of Mental Health
Elena Barr	Department of Labor
Mary Bernstein	Department of Transportation
Nancy Chase	Center for Substance Abuse Prevention
Nelba Chavez	SAMHSA
Bob Denniston	Center for Substance Abuse Prevention
Jack Dillenberg	Arizona Tobacco Education Prevention Program
Nancy Ditmeyer	SAMHSA
Michael Erickson, Ph.D.	CDC
Kirby Heller	Department of Justice
Sarah Ingersoll	Department of Justice
Alan Leshner, Ph.D.	NIDA
Kent Marcus	Department of Justice
Jeff McKenna	CDC
Bill Modzewleski	Department of Education (Safe and Drug-Free Schools Program)
John Noble	National Clearinghouse for Alcohol and Drug Information
Sylvia Quintin	NIDA
Colleen Stevens	California Anti-Smoking Campaign for Youth
Trish Thackston	Department of Justice
Sandy Thurman	White House Office of National AIDS Policy
Rogene Waite	Drug Enforcement Administration
Dick Ward	Department of Justice
Mark Weber	SAMHSA
Kinny Zelzny	Department of Justice

## Other

NAME	ORGANIZATION
David Considine, Ph.D.	Appalachian State University
Martha Gagne	American Council for Drug Education
Kathleen Hall Jamieson, Ph.D.	University of Pennsylvania, Annenberg School of Communications
Elaine Johnston	Morgan State University
Susan Moses	Harvard University
Roger Pisani	Former PDFA Director – Currently in Latin America
Alvin Pouissant, Ph.D.	Harvard University
Jay Winsten	Harvard University



## **Stakeholder Parties Contact List and Letter**

*List of individual organizations that were informed of ONDCP's youth anti-drug media initiative through a letter from General McCaffrey at the outset of the planning process in early Fall 1997.*

## ONDCP YOUTH ANTI-DRUG CAMPAIGN STAKEHOLDERS CONTACT LIST

NAME	ORGANIZATION
Shelly Abramson	Office of HIV-AIDS Policy
Ernie Allen	National Center of Missing and Exploited Children
Jeanette Blair	American Occupational Therapy Association
Honorable Carolyn Long Banks	National Black Caucus of Local Elected Officials
Rebecca Maria Barrera	National Latino's Children Institute
Barbara Barrett	American Management Association
Robert Barth	Rotary International
Robert Beggan	United Way of America
Douglas Besharov	American Enterprise Institute
Norman Black	Centers for Disease Control and Prevention
Ronald Blackburn	ASPIRA Association, Inc
Susan J. Blumenthal, M.D., MPA	Deputy Assistant Secretary, Office on Women's Health, DHHS
Helen Boehm	MTV
Donald J. Borut	National League of Cities
David Bralove	National Treatment Consortium
Keith Branch	National Association of Blacks in Criminal Justice
Charles Bremer	National Conference of State Legislators
Kim Browning	United Church of Christ c/o Office for Church in Society 700
Anne Bryant	American Association of University Women
David W. Bryson	National Highway Traffic Safety Admin.
Rick Buchanan	Al-Anon/Alateen Family Group Headquarters, Inc.
Dan Buie	Texans War on Drugs
Roger Bulger, M.D.	Association of Academic Health Centers
William Ray Bullman	National Council on Patient Information & Education
Sonya Burgos	Department of Housing and Urban Development
Kenyon C. Burke	National Council of Churches
James Burke	Partnership for a Drug Free America
Diane Bush	National Black Caucus of State Legislators
Jacqueline Butler	African American Parents for Drug Prevention
John Calhoun	National Crime Prevention Council
Joseph Califano, Jr.	National Center on Addiction & Substance Abuse - Columbia University
James Callahan, Ph.D.	American Society of Addiction Medicine
Robbie Callaway	Boys and Girls Clubs of America
William M. Caltrider, Jr.	Center for Alcohol and Drug Research Education

Don Cameron	National Education Association
Robert Canaby	National Federation of State High School Associations
Ronald Carey	International Brotherhood of Teamsters
Jose Carnier	Office of Minority Health Resource Center
Angie Carrera	National Institute for Women of Color
Isabel Carter-Stewart	Girls Incorporated
Richard Cavanaugh	The Conference Board
Linda R. Chapin, M.S.	National Wellness Association
Ira Chasnoff	National Association of Perinatal Addiction Research
Nelba Chavez	Substance Abuse Mental Health Services Administration
Lawrence J. Chisholm	National Masonic Foundation
David Chu	Rand Corporation
Mary Chung	National Asian Women's Health Organization
Gail Cincotta	National People's Action
Sidney Clearfield	B'nai B'rith International
Sanford Cloud	National Conference of Christians and Jews
George Cobb, Jr.	Employee Assistance Professionals Association
Thomas Cochran	United States Conference of Mayors
J. Patrick Cochran	United States Conference of Mayors
Lorraine Cole	National Medical Association
Shirley Coletti	Operation PAR, Inc.
Bill Coletti	Consortium of Comprehensive Addiction Programs
Greg Connolly	Paid Massachusetts Anti-Smoking Campaign for Youth
Jim Copple	Community Anti-Drug Coalitions of America (CADCA)
Pat Cos	United States Customs Service
Jennifer Cover	Camp Fire Boys and Girls
Stephen C. Crane	American Academy of Physician Assistants
William Critzer	National Federation of Independent Businesses
Bill Cullinane	Students Against Destructive Decisions (SADD)
John E. Curley, Jr.	Catholic Health Association of the US
Judy Cushing	National Family Partnership
Lori Dankers	Department of Transportation
Michael Davison	Jr. Achievement of the National Capital Area, Inc.
Mark de Bernardo	Institute for a Drug-Free Workplace
Bryan Dyak	Entertainment Industries Council, Inc.
Jane L. Delgado, Ph.D.	National Coalition of Hispanic Health & Human Serv Org.
William Dempsey	US Marshalls Service
Judith Dempster, M.D.	American Academy of Nurse Practitioners

Bob Denniston	HHS Youth Initiative
Phyllis Dettman	National Federation of Parents for Drug-Free Youth
Charles J. Devlin	Therapeutic Communities of America
Phil Diaz	National Drug Prevention League
Elizabeth Dole	American Red Cross
Daphne Dwok	Organization of Chinese Americans, Inc.
Timothy Dyer	National Association of Secondary School Principals
Ramona Edelin	National Urban Coalition
Marian Wright Edelman	Children's Defense Fund
John Eix	YMCA-USA
Mary Jane England	Washington Business Group on Health
John W. Epling	National Association of Regional Councils
Rabbi Jerome M. Epstein	United Synagogue of Conservative Judaism
William S. Evans	The Church of Jesus Christ of Latter-Day Saints
Sarah Everhart	National Council on Disability
Mike Faenza	National Mental Health Association
Mathea Falco	Drug Strategies
Calvina Fay	Houston's Drug Free Business Initiative
Sandra Feldman	American Federation of Teachers
Ashley Files	Office of Disease Prevention & Health Promotion
Sam Fisher	B'nai Brith Youth
Thomas Flavin	National Institutes of Health
Jerry Floyd	National Caucus of Hispanic Schools
Janice Ford Griffen	Join Together
R. Scott Foster	National Academy of Public Administration
Lance Friedman	National Organization on Fetal Alcohol Syndrome
Sharon Fry-DeMario	Employer Health Care Alliance
Lt. Col. Warren Fulton	The Salvation Army
Martha Gagne	American Council for Drug Education
R.C. Gamble	National Association of Black Narcotics Agents
John A. Gans	American Pharmaceutical Association
Wayne H. Giles, M.D., M.S.	Centers for Disease Control and Prevention
Buddy Gleaton	Parent's Resource Institute for Drug Education, Inc.
Mark Gold	Physicians for Prevention
Linda Golodner	National Consumers League
Ralph Gonzalez	Bureau of Indian Affairs
Enoch Gordis, M.D.	NIAAA
Charlotte Gordon	Center for Substance Abuse Treatment
Captain Warren Schneeweis	US Coast Guard
Robert Graham, M.D.	American Academy of Family Physicians
Iris Gross	National Council of Jewish Women
Pamela Grotz	National Parents and Teachers Association
Kathleen Hall Jamieson	University of PA, Annenberg School of

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George Hallahan	Narcotics Anonymous
Michael S. Hamm	Association for Hospital Medical Education
William H. Hansel, Jr.	International City Managers Association
John Hanson	Veterans Administratioin
Jan Hardwick	National Prevention Network
David J.A. Hayes, Jr.	American Bar Association
Bobby Heard	Mothers Against Drunk Driving (MADD)
Dorothy Height	Natiional Council of Negro Women
Lawrence Hewes	Corporations Against Drug Abuse
Tom A. Henderson	National Center for State Courts
Dick Herndobler	Elks Drug Awareness Program
Gwen A. Holden	National Criminal Justice Association
Alan Holmer	Pharmaceutical Research & Manufacturers of America
Gene Honn	National Parents and Teachers Association
Caroline Hughes	National Network of Runaway and Youth Services
David M. Hunnicut	Wellness Council of America
Celine Husbands	CDC National AIDS Clearinghouse
Steve Hyman	National Institute of Mental Health
William Ide, III	Committee on Drug Abuse - American Bar Assoc.
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John Jacob	National Urban League
Michael Jacobson, Ph.D.	Center for Science in the Public Interest
Jerry Jasinowski	National Association of Manufacturers
Ricardo Jasso	LUZ Social Services
Sidney Johnson	American Public Welfare Assoc.
Joseph Johnson, III	American College of Physicians
Lloyd Johnston	Institute for Social Research
Rey Jones	Food and Drug Administration
Crangall O. Jones	National Organization of Black County Officials
Yvett Joseph-Fox	National Indian Health Board
Annette Kane	National Council of Catholic Women
Linda Kaplan	National Association of Alcohol and Drug Abuse Counselors
Michael Kaufman	Administration for Children and Families
Hazel K. Keimowitz	American College of Preventive Medicine
Tony Kendrick	Indian Health Service
Jack Kenney	AFL-CIO
Kenneth W. Kizer	Department of Veterans Affairs
Judith Kline Leavitt	Generations United
Harri Kramer	U.S. Department of Justice, Office of Justice Programs
Kevin Krepinevich	Kiwanis International

Ford Kuramoto	National Asian-Pacific American Families Against Substance Abuse
Richard Lane	Christian Life Commission
Edna Laverdi	National Conference of Puerto Rican Women
Sandra Ann Lawrence	National Association of Elementary School Principals
Bob LeGrand	Department of Education
Rev. H. Michael Lemmons	Congress of National Black Churches
Richard Leshner	U.S. Chamber of Commerce
Alan Leshner, Ph.D.	National Institute on Drug Abuse
Glen Levant	D.A.R.E
Elliott Levin	"Just Say No" International
H. Stephen Lieber, CAE	Emergency Nurses Association
David Liederman	Child Welfare League of America
Joseph Lowery	Southern Christian Leadership Conference
Mark Lucas	Lions Club International
Anna M. Latimer	National Association for Native American Children of Alcoholics
Judith Maggrett	General Federation of Women's Clubs
Mary Rose Main	Girl Scouts of the U.S.A.
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Samuel Maury	Business Roundtable
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Kristen McCall	Office of Smoking and Health
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Jim McGiveny	Drug Enforcement Administration
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Thomas McKenna	Big Brothers/Big Sisters of America
Annette McLaine	Student National Medical Association
Billie McMiller	National Pharmaceutical Association, Howard University College of Pharmacy
Charles B. Meeks	National Sheriffs Association

Julie Miller	Federal Bureau of Investigation
William Milliken	Cities in Schools
Christine Milliken	National Association of Attorneys General
Bill Modzelewski	US. Department of Education, Safe and Drug-Free Schools Program
Kathleen Montgomery	Center for Media Education
Harry Montoya	National Hispanic Latino Community Prevention Network
Evelyn Moore	National Black Child Development Institute
David Musto	Yale University School of Medicine
Samuel Muszynski	National Association of Addiction Treatment Providers
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Barbara Nelson	Native American Outreach Project
Alan R. Nelson, M.D.	American Society of Internal Medicine
Joseph Nino	U.S. Hispanic Chamber of Commerce
John Noble	National Clearinghouse for Alcohol and Drug Information
Bill Novelli	Campaign for Tobacco-Free Kids
Louis Nunez	National Puerto Rican Coalition
Peter O'Malley	Little League Foundation
Henry Pacheco, M.D.	National Council of La Raza
Ronald F. Pollack	Families USA Foundation
Cindy Porteous	National Association of Governors' Councils on Physical Fitness and Sports
William Pound	National Conference of State Legislatures
Leon PoVey	National Association of State Alcohol and Drug Abuse Directors
Dean W. Pulliam	United Methodist Assn. of Health & Welfare
Gordon Raley	National Assembly of Voluntary Health and Social Welfare Associations
Jere Ratcliffe	Boy Scouts of America
Nancy Rawdling	National Association of County and City Health Officials
Tim Reister	Reister Corporation
Peter Reuter	Rand Corporation
Doug Richardson	Alcoholics Anonymous World Services
John Robertson, Ph.D.	National Black Alcoholism and Addiction Council (NBAAC)
Leroy Robinson	National Minority Health Association
Reggie Robinson	Department of Justice, Youth Violence Media Prg.
Belen Robles	LULAC
Rene Rodriguez	InterAmerican College of Physicians/Surgeons
Cruz Ron	National Hispanic Leadership Conference
Collin Rorrie, Jr.	American College of Emergency Physicians

Daniel Rosenblatt	International Association of Chiefs of Police
Mitchell Rosenthal	Phoenix House
Heidi Rosvolo-Brenholtz	National Women's Health Resource Center
Patricia Rumer	Church Women United
Sue Rusche	National Families in Action
John Russell	Department of Justice
Frank Ryll	Florida Chamber of Commerce
Paul Samuels	Legal Action Center
Ruth Sanchez	Center for Substance Abuse Prevention
William Sandweg	National Council of Catholic Men
Rabbi David Saperstein	Union of American Hebrew Congregations
Dick Sauer	National 4-H Council
Vicki Saunders	Bureau of Alcohol, Tobacco, and Firearms
Dennis Schaurr	United States Catholic Conference
Raymond C. Scheppach	National Governors Association
Amy Schriber	US Sentencing Commission
Steve Schroeder, M.D.	RWJ Foundation
Robert Scully	National Association of Chiefs of Police
Tom Shannon	National School Boards Association
Earl Shinhosper	National Association for the Advancement of Colored People
Holly Sloan	Association of Junior Leagues
Katherine Smith, M.D.	Department of Adolescent Medicine, Children's Mercy Hospital
Michele Smith	Department of Treasury
Susan Snyder	Department of State
Frederick T. Spahr, Ph.D.	American Speech/Language/Hearing Association
Jerry Spicer	Hazeldon
Daniel Sprague	Council of State Governments
Eric Sterling	National Drug Strategy Network
Dewey R. Stokes	Fraternal Order of Police
Gladys Strachan	Presbyterian Women-Presbyterian Church, USA
John Sturdivant	American Federation of Government Employees
Chuck Supple	Points of Light Foundation
Bob Sweet	Youth to Youth
Ed Tasch	National Council on Alcoholism and Drug Abuse
Judy Thompson	Camp Fire, Inc.
Sandy Thurman	White House Office of National AIDS Policy
Constance Todd	Foster Grandparents Program (Corporation for National Service)
James S. Todd, M.D.	American Medical Association
Fernando M. Torres-Gil	Department of Health and Human Services (DHHS)
Fernando M. Trevino, Ph.D.	American Public Health Association
Thomas Van Coverden	National Association of Community Health Centers,



	Inc.
James C. Varenhorst	Benevolent and Protective Order of Elks
Harold Varmus, M.D.	National Institutes of Health
Eric Voth	Drug Watch Institute
Howard Waddell	US Department of Labor
Flavia Walton	Links, Inc.
John Waxman	Association for Worksite Health Promotion
Myrl Weinberg	National Health Council
Roz Weinman	National Broadcasting Company, Inc. (NBC)
Diane Welsh	National Institute on Alcohol Abuse and Alcoholism
Sis Wenger	National Association for Children of Alcoholics (NACOA)
Leon West	Congress of Black Churches
Molly Wetzel	Safe Streets
Chuck Wexler	Police Executive Research Forum
Gordon B. Wheeler	American Association of Preferred Provider Organizations
Lois Jean White	National Congress of Parents and Teachers
Donna Williams	National Rural Health Association
Hubert Williams	Police Foundation
W.C. Williams, III	National Association of Managed Care Physicians
Oarlene Wingate	National Association for Family and Community Education
Beth Wohlegelernter	Hadassah
Ruth Wooden	The Advertising Council, Inc.
Carol Wortman	Drug Watch International
Paul Wright	American Medical Student Association
Joseph Wright	National Organization of Black Law Enforcement Executives

November 20, 1997

Dear

**The Office of National Drug Control Policy (ONDCP) is initiating an historic multi-million dollar youth anti-drug advertising and communications campaign to prevent and reduce young people's use of illegal drugs. The media campaign will position drug use as high risk and unacceptable behavior and encourage parents to talk to their children about drugs. The campaign will also: develop initiatives involving the entertainment industry, sports organizations, media and the Internet; wherever possible, link advertising to local drug prevention resources; and seek corporate sponsorship for advertising and related efforts.**

**Working with ONDCP, Porter Novelli, a Washington, D.C.-based public relations and communications firm, will lead the planning effort using a research and expert-driven approach that consists of:**

- **Extensive analysis of relevant, successful media campaigns in public health, safety and consumer product marketing to change youth attitudes.**
- **A review of existing messages to determine which are effective and where gaps exist in terms of new messages or audiences needed to support ONDCP's strategy.**
  - **Professional input from panels of experts in media, advertising, marketing, communications, research, drug prevention, entertainment, sports marketing, corporate fundraising and other sectors.**

- Efforts to extend the reach of campaign messages to youth and their families by creating partnerships with national, state and local organizations representing government, health care professionals, teachers, coaches, the faith community, and minority/ethnic groups.

We need your help in two areas, specifically, we wish to:

1. Solicit your views regarding the proposed media campaign including message content, target audiences and strategy.
2. Obtain your input regarding individual experts or key organizations that ONDCP may wish to contact.

Please contact Natalie Adler with your comments or suggestions by phone (202-973-5865) or fax (202-973-5858) no later than Friday, December 12, 1997.

Best wishes,

A handwritten signature in black ink, appearing to read "B. R. McCaffrey", with a stylized flourish at the end.

Barry R. McCaffrey  
Director

## **Entertainment Industry Partners Report**

*This overview provides a brief cross-section of entertainment industry-related organizations that may offer potential collaborative opportunities on youth drug prevention communication efforts. The report is divided into the following four categories: Television, Film and Radio; Theater and the Performing Arts; Music; and Interactive.*

## ONDCP YOUTH ANTI-DRUG MEDIA CAMPAIGN POTENTIAL ENTERTAINMENT INDUSTRY PARTNERS

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This section offers a cross-section of organizations and programs related to the following four areas: Film and Radio; Theater and the Performing Arts; Music; and Interactive games. It was developed by Porter Novelli to provide an overview of organizations within or closely related to the entertainment industry where opportunities may exist for dissemination of youth anti-drug messages. (This overview is *not* intended to be a comprehensive review of all relevant programs and should not be considered as such.)

A brief description is provided about each organization, some of its activities and programs, and contact information. Descriptions were written primarily from information appearing on respective organizations' Web sites; additional information was obtained from inquiries made by Porter Novelli staff.

### **TELEVISION, FILM AND RADIO**

#### **American Cinema Foundation (ACF)**

9911 W. Pico Blvd., Suite 510  
Los Angeles, CA 90035-2715

Phone: (310) 286-9420

Description: ACF was created to nurture and reward television and feature film projects that address fundamental social values in a positive manner, support and strengthen the concept of the common good and the common culture, and promote democratic pluralism and inclusion. Through entertainment, information, and news programming, feature films and television influence how the vast majority of Americans view their lives. ACF encourages and rewards scripts that tell positive stories and support the proposition that success and a better life can be achieved through responsible behavior and hard work.

#### Programs/Publications/Committees/Events:

- **The 1998 ACF/UCLA Conference** – This conference is scheduled for the fall of 1998 with a tentative theme of "**Government and The Media.**" According to ACF, many of today's communications issues are, for better or worse, settled by negotiation between media organizations and government. Film and television are among America's top exports, and this fact, rather than any ideological leanings, is bringing Hollywood closer to Washington.

In 1995, ACF established a relationship with the UCLA Center For Communication Policy through the joint sponsorship of a ground-breaking conference on "Religion and Prime Time Television". The UCLA Center for Communication Policy is the premier academic institution dealing with critical issues facing the entertainment industry. Consistent with that role, the Center has issued two reports about **violence on television** under a contract with the four major networks.

A conference every 12-18 months that deals with a significant issue for the entertainment industry is an important component of ACF's overall strategy. Such conferences further ACF's mission in several ways. The purpose is to bring together people who normally communicate with each other through sound bites or third parties in an environment that promotes thoughtful direct conversation about the issues. Such conferences also enhance ACF's relationships and affiliations with academic institutions like UCLA, which has played an important role in the entertainment industry for many years.

By design, most of ACF's perceived value to Hollywood up to this point has been defined by "inside baseball"--insider networking that influences opinion makers. For example, the two conferences, "Religion and Prime-Time Television," and "Advocacy Groups and the Entertainment Industry," were among the very best media conclaves of their type, as useful to the network executives as to the academics in the audience. But the key to getting these top executives to conduct a dialogue about culture and responsibility was to make the sessions off the record: no press, no public. On February 19, 1997, ACF and the UCLA Center For Communication Policy once again partnered to convene a conference on an issue crucial to Hollywood and the country at large--**the relationship between special interest groups and the entertainment industry.**

In the era of V-Chips and television ratings, many people are working hard to influence how entertainment products are shaped. Issues tackled at the conference included: how special interest and advocacy groups attempt to influence the subject matter, story lines and portrayals of specific groups; how these groups go about exerting pressure on the industry and how the industry responds. The program participants and attendees included leading representatives from the entertainment industry and America's most influential advocacy/special interest groups as well as important academics and policy makers.

- **ACF Screenwriting Competition** – ACF sponsors an annual screenwriting competition to elicit theatrical or television scripts that tell a positive story about specific fundamental values and their importance to society. Competition themes have included the positive aspects of the American melting pot experience: the place of religion and faith in American life, entrepreneurship, creative stewardship, and virtue and moral responsibility. To ensure maximum participation in the competition, applications are distributed to the major television and film schools across the country, placed in *Variety*, *The Hollywood Reporter*, the *WGAwest Journal* and several other publications aimed at writers.
- **The E Pluribus Unum Award** – This award honors films and television shows that pay honest tribute to American lives. It is the focus for ACF's traditional concern for the qualities that bring the nation together, and it provides the best platform to criticize trends or notions that can tear the nation apart. Also awarded each year is the **Carl Foreman Prize** for an individual whose body of work has best used film to positively address values crucial to the civic health of America.

#### ONDCP Partnership Ideas:

- Work with ACF to conduct meetings with television networks and studios about drug issues in programming.
- Meet with ACF and the UCLA Center for Communication Policy to become part of their dialogue about violence in television as they negotiate a contract with the four major networks (if this contract has not materialized already).
- Work with the UCLA Center for Communication Policy to extend their studies beyond television to explore violence in feature film and to develop programs that will influence major motion picture studios.
- Establish a screenwriting competition among film schools to develop a documentary about drug use in America that would air on television and be distributed by video to schools nationwide.
- Sponsor a meeting for film school educators.

#### American Federation of Television & Radio Artists (AFTRA)

260 Madison Avenue  
New York, NY 10016

Phone: (212) 532-0800  
<http://www.aftra.org>

Description: AFTRA represents members in the areas of news and broadcasting, entertainment programming, the recording business, commercials, and non-broadcast, industrial, educational media. AFTRA's 80,000 members include actors, announcers, news broadcasters, singers, dancers, sportscasters, disc jockeys, talk show hosts, and others.

#### Programs/Publications/Committees/Events:

- AFTRA has a **foundation** and an **educational scholarship program** for AFTRA members and their children.
- AFTRA acknowledges several social issues. The organization recognizes Black History Month and Women's Diversity Day, promotes (and possibly operates) the AIPADA-**Alcohol & Drug Abuse Hotline**, and a Sexual Harassment Hotline for members and the entertainment industry.
- Local chapters of AFTRA conduct community outreach programs, including **Performing Artists for Literacy in Schools**, a pilot program that places professional actors in elementary school classrooms to read, improvise and inspire. In addition, both AFTRA and Screen Actors Guild San Francisco staff and members are cooperating to present a series of panel discussions designed to inform and **educate high school students** about unions and "the business."

- AFTRA holds an **Annual Convention** and publishes the *Broadcast Bulletin* newsletter.

ONDCP Partnership Ideas:

- Partner with AFTRA to conduct a symposium at their annual convention on social and professional responsibility in the entertainment arts.
- Provide funding to develop and conduct an entertainment program about drug prevention for schools nationwide.
- Work with *Broadcast Bulletin* newsletter to run ONDCP print PSAs.

## The Caucus for Producers, Writers and Directors

PO Box 11236  
Burbank, CA 91510

Phone: (818) 843-7572  
<http://www.caucus.org/>

**Description:** The Caucus is an organization of creative people whose main purpose is to elevate the quality and diversity of all television and to restore to all members of the creative community rights assumed over a period of years by broadcasters, so as to regain creative freedom and to exercise creative judgment on material and personnel. The Caucus stands for freedom of expression for television programming and is, therefore, opposed to unreasonable and unwarranted intrusion into television content by government or by **special interest groups**.

The Caucus, although condemning censorship, believes that all parties involved in shaping program content should be constantly aware of the uniquely pervasive nature of the television medium and should **act responsibly** by not giving the appearance of condoning **substance abuse**, racism, sexism, ageism, gratuitous violence, offensively inappropriate language, sexual exploitation, or any other inherently anti-social behavior.

The Caucus has focused on creative freedom and creative rights. Their members have made an impact on network television with their concerned effort on diverse issues ranging from required **educational programming** for children, to the use of seat belts, to asking all the creative community to exercise responsibility in matters dealing with excessive and gratuitous violence.

The Caucus opposes proposed additions to the TV ratings system. "We have serious concerns about the detrimental impact the new system may have on television programs enjoyed by millions of Americans every day, and the limiting of choice for our audience."



Programs/Publications/Committees/Events:

- ***The Caucus Quarterly*** is published approximately four times per year.
- **Seminars and Conferences** – The Caucus sponsors an array of seminars and conferences. Seminar titles have included *The Quality Controllers*, *Television--Its Impact on Society*, and *Images of Ourselves: A Washington-Hollywood Dialogue*. The Caucus also hosts an **Annual Awards Dinner**.

ONDCP Partnership Ideas:

- Work with *The Caucus Quarterly* to publish an article about the ONDCP PSA campaign.
- Sponsor a symposium about including ONDCP's anti-drug messages in television programming.

**Entertainment Industries Council (EIC)**

1760 Reston Pkwy., Suite 415  
Reston, VA 20190

Phone: (703) 481-1414  
<http://www.eiconline.org>

**Description:** The Entertainment Industries Council, Inc. (EIC) provides awareness and understanding of major public health and social issues among the entertainment industry and their audiences at large. Through EIC's position within the entertainment community and through its attention to national policy initiatives, the EIC strives to encourage the entertainment industry to more effectively address and accurately depict important issues such as alcohol, tobacco and other drug abuse, prevention and treatment; HIV/AIDS; and to promote healthy lifestyles, especially among youth. The EIC promotes and recognizes the accomplishments and unique social marketing contributions of the entertainment industry in addressing public health and social issues. The EIC is receptive to developing programs that support public and private partnerships designed to serve the entertainment industry workplace and further enhance the industry's outreach to the general public.

Programs/Publications/Committees/Events:

- **Prism Awards** – EIC recognizes extraordinary professional and personal creative efforts from the entertainment industries to use their unique platform and access to an audience to have a positive impact combating the incidence of drug use or violence in our society. Recipients demonstrate and promote the principles and possibilities of accomplishment without involvement with drugs or use of violence. This awards program is developed in association with the National Institute on drug Abuse. Awards are presented for

Entertainment Product, Individual Volunteerism, Leadership & Inspiration Through Example, and Community Service.

- **“Spotlight on Depiction” and Depiction Briefings** – EIC facilitates small group meetings with industry leaders and scientists from the National Institute on Drug Abuse to discuss depiction of health and social issues within the context of the EIC publication, “Spotlight on Depiction.” The publication is a resource encyclopedia for the entertainment industry’s creative community distributed to over 2,500 writers, producers, directors and executives.

ONDCP Partnership Ideas:

- Potential may exist for collaboration on entertainment industry anti-drug publications and events consistent with ONDCP’s communication objectives.

## **Mediascope**

12711 Ventura Blvd.  
Studio City, CA 91604

Phone: (818) 508-2080  
<http://www.mediascope.org>

**Description:** Mediascope is a national nonprofit, public policy organization founded in 1992 to promote constructive depictions of health and social issues in the media. A principal objective of the organization is to encourage accurate and responsible portrayals of these issues—in film, television, the Internet, video games and music—without compromising creative freedom. Mediascope’s primary resources and services are used by screenwriters, journalists, researchers, producers, critics, educators, media executives, legislators, professional associations, advocacy groups and students. The organization addresses a variety of topics as they relate to the media, including substance abuse, teen pregnancy, children’s television, on-screen violence and the effects of video games.

Programs/Publications/Committees/Events:

- **Informational Forums** – Such forums explore vital issues for the creative, social science and nonprofit communities, as well as the general public.
- **Information Clearinghouse** – Provides materials relating to media policy, such as congressional testimony, scientific research, news clippings, speeches, statistics and public opinion polls.
- **Publications** – Including books, literature reviews, resource guides and summaries of media studies and policies. Recent publications include: *The Social Effects of Electronic Interactive Games: An Annotated Bibliography*, *Media Ratings: Design, Use and Consequences*, and a *National Television Violence Study*.

- **Story, Script & Policy Consultations** – For both the entertainment and nonprofit communities, on the portrayal of social issues in the media.

ONDCP Partnership Ideas:

- Potential may exist for collaboration on entertainment industry anti-drug publications and events consistent with ONDCP's communication objectives.

### **Motion Picture Association of America (MPAA)**

1600 Eye Street, NW  
Washington, DC 20006

Phone: (202) 293-1966

**Description:** MPAA and its international counterpart, MPA, are the voice and advocate of the American motion picture, home video and television industries, domestically through the MPAA and internationally through the MPA. These associations represent not only the world of the theatrical film, but are leaders and advocates for major producers and distributors of entertainment programming for television, cable, home video and future delivery systems not yet imagined. They are the creators and providers of the movie rating system, which was designed to help parents decide what movies are and aren't suitable for their children.

MPAA members include: Walt Disney Company; Sony Pictures Entertainment, Inc.; Metro-Goldwyn-Mayer Inc.; Paramount Pictures Corporation; Twentieth Century Fox Film Corp.; Universal Studios, Inc.; and Warner Bros.

Programs/Publications/Committees/Events:

- **TV Parental Guidelines** – MPAA was a fundamental player in the creation of TV Parental Guidelines, designed to help parents better supervise the TV watching of their young children. After meeting with and listening to scores of parental, medical, religious, child advocacy, and educational organizations, special emphasis was placed on programs directed specifically to children. Two categories of children's guidelines have been created: one identifying programs suitable for children of all ages, and a second category informing parents these programs are designed for children older than 7 years, who are better able to distinguish between make-believe and reality. MPAA recognizes **parental responsibility** as an indispensable component in making the Guidelines work.
- **Voluntary Movie Rating System** – MPAA attributes implementation of this system to the "slippage of Hollywood studio authority over the content of films, colliding with an avalanching revision of American mores and customs. By summer of 1966, the national scene was marked by insurrection on the campus, riots in the streets, rise in women's liberation, protest of the young, doubts about the institution of marriage, abandonment of old guiding slogans, and the crumbling of social traditions. It would have been foolish to

believe that movies, that most creative of art forms, could have remained unaffected by the change and torment in our society.”

#### ONDCP Partnership Ideas:

- Sponsor a symposium for MPAA members.
- Partner with MPAA to develop an anti-drug trailer for movies to be viewed in theaters nationwide.
- Partner with MPAA to select a celebrity spokesperson for the ONDCP campaign.

#### National Academy of Television Arts and Sciences (NATAS)

5220 Lankershim Blvd.  
North Hollywood, CA 91601

Phone: (818) 754-2800  
<http://www.internetgroup.com/natas/about.htm>

Description: NATAS is a non-profit corporation devoted both to the advancement of telecommunications arts and sciences and to fostering creative leadership in the telecommunications industry. Membership has flourished to more than 11,000, making NATAS the single largest television professional association in the world. NATAS is represented by 17 chapters nationwide serving 97 percent of the viewing public. NATAS is the sponsor of the annual Emmy Awards.

#### Programs/Publications/Committees/Events:

- **Creating Critical Viewers (CCV)** is a program of NATAS designed to increase media literacy among youth. Media literacy is explained as developing awareness and skill in decoding media images and understanding of the **impact of television**. The program consists of an **in-school curriculum** geared to junior high and high school students and is accompanied by a videotape. The program can be adapted for elementary school students.

Dr. Renee Cherow-O'Leary has been touring the country participating in teacher workshops and in-depth discussions on the implementation of CCV. Video clips shown in these groups demonstrate the rapt attention that children pay to television and ask the question: "What can CCV and media literacy do to transform that attention into knowledge?"

In 1992, NATAS commissioned Drs. Dorothy and Jerome Singer of Yale University Family Research and Consultation Center to design this curriculum for the schools. The program is the basis of **collaborative partnerships between broadcasters and educators nationwide**. Their creative efforts are producing excellent results in developing new viewing skills and higher order thinking about television.

Research estimates that before the average child in America reaches the age of 18, he or she will have spent more hours watching television than sitting in a classroom. "**Television** does not just entertain - it **is a surrogate parent** in many households shaping young personalities and behavior," says Cherow-O'Leary, National Coordinator NATAS' Creating Critical Viewers Program.

- NATAS was represented at a two-day **White House Conference** in August, 1996, sponsored by the **Center for Substance Abuse Prevention on Media Literacy**. Dr. Cherow-O'Leary was one of a hundred invited participants at this meeting. Its goal was to use media literacy education to help fight against **rising drug use in children** and teens.

In response, NATAS developed plans in 1997 for a pilot project between a few chapters of CCV and local health professionals to build on the initiatives outlined at this national meeting.

- NATAS has an **Activities Advisory Committee** that sponsors events designed to provide information on topics of broad interest regarding the business of television and multimedia. Programs in 1997 included *The Impact of Family Television Through the Decades*, *The Changing Role of the Editor in Today's TV Community*, and *Inside Party of Five*.
- The NATAS **Scholarship Committee** distributes applications to over 21,000 high schools in the United States and awards scholarships to students who have compiled superb academic records as scholars and are involved in television-related activities.
- NATAS is the sponsor of the annual **Emmy Awards**. One Emmy Award category, Community Service Programming and Public Service Announcement, recognizes excellence in which local stations and public service organizations addressed **issues of social importance** through the use of television.
- NATAS publishes **Emmy Magazine** and **NATAS Newsletter**. The magazine discusses where top writers and producers are taking television, and features stories on new television programming, including partnership opportunities.

#### ONDCP Partnership Ideas:

- Meet with CCV to encourage inclusion of ONDCP's drug education messages in the CCV educational curriculum.
- Collaborate with CCV to produce a prime time-aired documentary that explores media literacy and the impact of community service programming throughout television history.
- Meet with NATAS' Activities Advisory Committee to sponsor an event and/or a prime time-aired documentary that explores the impact of community service programming throughout television history.
- Seek NATAS' endorsement of the ONDCP PSAs for outstanding community service programming.

- Meet with *Emmy Magazine* to do a story on the role of community service programming in television with an emphasis on substance abuse.
- Work with *Emmy Magazine* and *NATAS Newsletter* to run the ONDCP print PSAs.

### **National Association of Television Program Executives (NATPE)**

2425 Olympic Blvd., Suite 550  
Santa Monica, CA 90404

Phone: (310) 453-4440

Description: NATPE is the world's leading non-profit television programming and software association dedicated to the continued growth and success of the television marketplace.

Programs/Publications/Committees/Events:

- **NATPE PSAs** – NATPE has produced television PSAs that deal with a variety of issues: the power of television to inspire as well as entertain, responsible family (children) viewing, and anti-violence spots featuring popular sports celebrities.
- **NATPE Annual Conference** – New Orleans, January 19-22, 1998. The conference brings together over 17,000 of the most influential executives in the global media industry.
- **ANIFX '98** -- Los Angeles, May 11-13, 1998. ANIFX 98 is the place for information sharing and networking for the visual effects and animation community. The Animation Writers' Guild will be present at the conference.
- **The Iris Awards** -- This competition sponsored by NATPE recognizes talented professionals working locally within their communities to produce entertaining, informative, inspirational, and influential programs.

ONDCP Partnership Ideas:

- Partner with MPAA to select a celebrity spokesperson for the ONDCP campaign.
- Sponsor a symposium at the NATPE Annual Conference for the association's constituents, including the Animation Writers' Guild, to encourage using ONDCP's anti-drug messages in storylines.
- Work with the association's magazine to place an article and use the ONDCP print PSAs, including information for television executives about obtaining the electronic PSAs.

## National Cable Television Association

1724 Massachusetts Ave., NW  
Washington, DC 20036

Phone: (202) 775-3550

**Description:** The cable television industry has a long-standing, ongoing commitment to education. Through cable's state-of-the-art technology, quality programming and education initiatives, the industry provides a range of learning resources to America's families and children. The cable industry played a key role in the development of the new TV parental guidelines.

### Programs/Publications/Committees/Events:

- **Cable in the Classroom** -- Cable in the Classroom is a \$420 million public service effort supported by 38 national cable networks and over 8,500 local cable companies. These networks and local cable companies act as a partner in learning with teachers and parents by providing a free cable connection and over 540 hours per month of commercial-free educational programming to schools across the country.
- **Cable in the Classroom Magazine** – CIC publishes a monthly magazine with articles, features, and listings of over 540 hours of commercial-free viewing for classrooms.
- **The Family & Community Critical Viewing Project** – This project is a partnership of the National Parent Teacher Association, Cable in the Classroom, and the National Cable Television Association. The program was launched in 1994 to address concerns about television and the impact of television violence and commercialism on children.

The project trains cable and PTA leaders nationwide in the key elements of critical viewing, also known as media literacy, and how to present "Taking Charge of Your TV" workshops for parents, educators, and organizations in their communities. The goal is to help families make informed choices in the TV programs they watch and to improve the way they watch those programs.

The critical viewing project teaches techniques to:

- Set rules for television viewing and how to stick to those rules.
- Recognize the ways in which television can be used to manipulate viewers.
- Talk to children about violence on television.
- Turn what we see on television into positive and educational family discussions.

Using these techniques and strategies, parents open an important family dialogue, determine the strategies that make sense in their family settings, and teach their children to watch television carefully and critically.

Since the project's launch in October of 1994, presenter's trainings have taken place in 62 cities in 36 states. Over 2,000 PTA and cable leaders have been trained and, as a result, more than 600 workshops for over 15,000 parents, educators, and community members have been held nationwide. Requests for more than 150,000 "Taking Charge of Your TV -- A Guide to Critical Viewing for Parents and Children" have been filled and the project's materials are currently available in Spanish.

The latest element of the critical viewing project is a "Taking Charge of Your TV" video featuring Rosie O'Donnell and produced for the partnership by HBO, in consultation with the American Academy of Pediatrics and the American Medical Association. The video was premiered at a press conference featuring First Lady Hillary Rodham Clinton, Congressman Billy Tauzin, and cable industry and National PTA leaders.

ONDCP Partnership Ideas:

- Work with Cable In the Classroom (CIC) to air the ONDCP PSAs in classrooms nationwide.
- Partner with CIC to develop a celebrity-hosted drug education segment that would air in classrooms nationwide.
- Work with *Cable in the Classroom Magazine* to run ONDCP print PSAs.
- Work with *Cable in the Classroom Magazine* to run an article about the ONDCP campaign and the power of cable to deliver public service messages.



## Producers Guild of America (PGA)

400 S. Beverly Drive, Suite 211  
Beverly Hills, CA 90212

Phone: (310) 557-0807  
<http://www.producersguild.com>

Description: PGA represents, supports, guides, defends, and defines the complex leadership role of the producer in the motion-picture industry.

### Programs/Publications/Committees/Events:

- **Point of View Magazine** – This magazine is published by PGA and is also available online at the PGA Web site. The magazine features stories about producers of film and television and highlights trends in the industry.
- **Golden Laurel Awards** – These awards, presented annually by PGA, are given to producers in motion pictures and television for outstanding work in both television and films. The ceremony is now considered a precursor to the Academy Awards
- PGA opposed the **V-Chip ratings**, but the president of the organization now states that ratings may turn out to be “a blessing in disguise” for producers. Consideration is being given by PGA’s **Implementation Committee** to having producers rate their own shows.
- PGA monitors legislation that may place restrictions on entitlement to **Moral Rights**. The text of the proposed National Film Disclosure Act (1995) and the Motion Picture Authorship Act (1995) restricts “artistic authorship” of motion pictures to the director, writer and cinematographer, and excludes producers. “This must be changed to include all those rightfully entitled. Place restrictions on entitlement to Moral Rights and the whole concept falls apart.”
- The executive director says, “We are charged with the responsibility of seeing that the power of the written word presented on the screen is capable of changing and enriching lives in unprecedented ways.”

### ONDCP Partnership Ideas:

- Sponsor a symposium to encourage using ONDCP’s drug messages in motion pictures.
- Work with *Point of View* magazine to print an article about the role of producers in community service programming.

## Screen Actors Guild (SAG)

5757 Wilshire Blvd.  
Los Angeles, CA 90036-3600

Phone: (213) 549-6400

Description: SAG represents 90,000 actors.

Programs/Publications/Committees/Events:

- **Screen Actors Guild Foundation:** The foundation has been involved with many initiatives, including the following:
  - **BookPALS program:** The BookPALS program (Performing Artists for Literacy in Schools), sends volunteer professional performers to schools in "at-risk" neighborhoods to read to children. The SAG Foundation is dedicated not only to helping children *learn* to read, but *love* to read.
  - **Drive for Literacy:** This program is a partnership with the Greater Los Angeles New Car Dealers Association. It is a region-wide book drive held at auto dealerships throughout Los Angeles. It was held in conjunction with SAG's BookPALS program.
  - When the **National Council of Senior Citizens (NCSC)** approached SAG about the need for more television shows that reflect older lifestyles, and shows that realistically portray multi-generational interaction within families, SAG affiliated with the NCSC to educate the networks and ad agencies about these issues. A SAG/NCSC campaign, asking seniors to call or write the networks over our concern that they are not sufficiently or accurately represented on prime-time television, will soon be launched.
  - In April of 1997, SAG was involved in the **Presidents' Summit for America's Future**, a bipartisan effort designed to help "at-risk" youth throughout America. The SAG Foundation was chosen to be one of the 160 national sponsors of the Summit because of the BookPALS reading program.

ONDCP Partnership Ideas:

- Partner with SAG to educate network and studio executives about the drug campaign.
- Work with SAG to develop a program in which members discuss drug abuse issues with students in classrooms.
- Work with SAG to select a celebrity spokesperson.

## **Women in Film (WIF)**

6464 Sunset Blvd., Suite 530  
Hollywood, CA 90028

Phone: (213) 463-6040

**Description:** For 25 years, WIF has played a ground-breaking role: advocating equal opportunity and fair employment practices for women in all media; creating greater public awareness of the positive strides made by talented women (through its prestigious annual Crystal Awards and Lucy Awards events); and providing an important network of professional contacts, educational programs, and practical services that promote, nurture, and guide women to achieve their highest potential.

**Programs/Publications/Committees/Events:**

- **WIF Foundation:** The Foundation distributes finishing funds for films dealing with vital social issues, organizes screenings of selected films, and maintains an oral and video history of extraordinary women in the entertainment industry.
- **Public Service Announcements:** WIF produces public service announcements benefiting local charitable organizations and provides an opportunity for members to gain production experience and credits.
- **Mothers in Film:** This committee is open to parents interested in all aspects of family programming; guest speakers discuss issues related to juggling family and career.

**ONDCP Partnership Ideas:**

- Sponsor a symposium for WIF members on family programming with an emphasis on drug abuse issues.
- Partner with WIF to establish a program in which volunteers speak to kids in schools, possibly in partnership with the Parent Teachers Association.

## **Writers Guild of America (WGA)**

Writers Guild, East, Inc.  
555 West 57<sup>th</sup> St., Suite 1230  
New York, New York 10019  
Phone: (212) 767-7800

Writers Guild, West  
7000 West Third St.  
Los Angeles, CA 90048  
Phone: (213) 951-4000

Description: WGA is a labor union representing professional writers of motion pictures, television, radio, interactive technologies, and television and radio news. WGA is made up of two unions – the Writers Guild, East, and the Writers Guild, West. They bring together some 10,000 professionals who are the primary creators of what is seen or heard on television, radio, or film in the U.S. and, in many cases, abroad. All members, East and West, share the same primary benefits and hold the same responsibilities under similar Guild Constitutions.

Subcommittees of WGA, West, include the **Creative Media and Technologies Committee**, which deals with multimedia and Internet activities, and the **Animation Writers Caucus**.

#### Programs/Publications/Committees/Events:

- ***Written By*** is the official monthly publication of the Writers Guild of America, West. The premier magazine written by and for television and film writers, the magazine opens a window into the art, craft, and business of writing in Hollywood.

The Oct. '97 issue of *Written By* featured a series of articles entitled *Writing for the Children's Interactive Market*. The series discussed writing for children's new media programs and the development of new characters and themes.

- The **WGAE Newsletter** is the bi-monthly publication of the Writers Guild of America East. Its purpose is to inform members of news and information concerning the broad range of Guild-related activities and services, from contract negotiations and organizing efforts to union benefits.

#### ONDCP Partnership Ideas:

- Sponsor a symposium for writers on infusing ONDCP's messages into storylines.
- Work with WGA's magazine to place an article about writers' role in community programming.

## THEATER/PERFORMING ARTS

### Association of Performing Arts Presenters (APAP)

1112 16<sup>th</sup> St., NW  
Suite 400  
Washington, DC 20036

Phone: (202) 833-2787

Description: The Association of Performing Arts Presenters is the national service organization for the presenting field. Arts Presenters membership connects presenters, and their staff and boards, to the artists and artist managers, publications, training, information, ideas, funding, legislative assistance, and research that will help their

organizations succeed in today's ever-changing arts climate. Arts Presenters 1,400 members include performing arts centers, colleges, universities, artists' managers, artists, consultants, vendors, and regional, state, and local arts agencies.

APAP advocates broad-based support of the work of arts presenters, and of the arts in general. Members promote access of people to arts, and remove barriers that impede access. APAP acknowledges the differences among communities and recognizes the validity of program choices made by presenters to serve their audiences.

#### Programs/Publications/Committees/Events:

- ***Inside Arts*** is APAP's bi-monthly magazine.
- APAP'S **41st Annual Conference**, "Out of the Box," and will be held January 10-13, 1998
- APA provides funding for adult audience development projects, and travel assistance.
- APAP partners with the American Arts Alliance in its advocacy efforts and concentrates on supporting funding for the National Endowment of the Arts (NEA). The organization opposes any amendments that aim to restrict arts education activities or that impose a narrow, arbitrary federal definition of arts education. They lobby on behalf of NEA to continue its successful support of arts organizations in their growing education partnerships. These projects include lifelong learning, in-school instruction, and increased access to the arts.
- Over the past several years, Arts Presenters and the Kennedy Center for the Performing Arts in Washington, DC, have undertaken an extensive exploration of adult arts participation in this country.
- **Young Performers Support Initiative** -Through a competitive application process, APAP selects young artists in the first 10 years of their career to attend the APAP annual conference to meet and network with presenters and learn business and management skills. The Young Performers Support Initiative is made possible by a grant from the Helen F. Whitaker Fund, as well as an advisory partnership with Chamber Music America.
- **Family Programming** – APAP states that there is a growing interest and audience demand for high quality family and youth programming. They address the question of whether presenters, artists, and producing organizations should advance the art form beyond repeating their past successes.

ONDCP Program Ideas:

- Sponsor a symposium at the APAP annual conference on including anti-drug messages in youth programming.
- Provide funding to APAP to develop a performance about drugs that will tour in schools nationwide.
- Work with *Inside Arts* magazine to place an article.

**League of American Theatres and Producers, Inc. (LATP)**

226 West 47<sup>th</sup> St.  
New York, NY 10036

Phone: (212) 764-1122

Description: LATP is a national trade association for the commercial theater industry. The League's members are theater owners and operators, producers, presenters and general managers of Broadway and touring legitimate theatrical productions in NY and over 90 major cities across the US and Canada. LATP is a co-producer of the *Tony Awards*.

Programs/Publications/Committees/Events:

- LATP conducts **Kids Night on Broadway!** a program in 21 cities that allows parents to take their kids to a Broadway Show for free. The goal of the program is to build a future generation of theatergoers. The program is also sponsored by the Producers and Theatre Development Fund (TDF).
- The **Second Annual Kids Fan Festival**, held in New York on January 27. At this event, children get a behind-the-scenes look at a Broadway show.
- LATP is currently developing the **Broadway Fan Club**. Members will receive information about upcoming special events, discounts, and promotional opportunities in New York and their hometown.

ONDCP Program Ideas:

- Provide funding to develop a traveling anti-drug show on stage for schools nationwide.
- Run print PSA's in print materials produced for Kids Night on Broadway, the Fan Festival, and Broadway Fan Club.
- Work with LATP to select a celebrity spokesperson for the ONDCP campaign.

## **MUSIC**

### **Country Music Association (CMA)**

1 Music Circle S.  
Nashville, TN 37203-4312

Phone: (615) 244-2840

Description: CMA is made up of artists, musicians, artist managers or agents, advertising representatives, talent buyers or promoters, disc jockeys, publishers, radio-television personnel, record company personnel, record merchandisers, and composers and authors. The organization promotes and publicizes country music. CMA was founded in 1958 and currently has an international membership of more than 7,000.

#### Programs/Publications/Committees/Events:

- CMA's activities include educational seminars, industry honors, international promotion and dissemination of facts and figures that underscore country music's considerable popularity.
- **SRO**, CMA's International Entertainment Expo, is an all-encompassing music industry conference designed for professionals in the live entertainment and touring business. Now in its 19th year, this annual event combines panel discussions, open forums, a comprehensive exhibit marketplace, and showcases featuring today's hottest country artists.
- The **Marketing with Country Music conference** is a two-day intensive conference, initiated in 1996, that takes place in Nashville and brings corporate America to the heart of country music. An array of keynote speakers, case studies, round-table discussions and panel presentations, combined with performances by the latest artists on the country music horizon, not only educates these executives on the value of including country music in their marketing strategies, but also provides a venue for creativity and new strategic alliances.
- **International Country Music Fan Fair** is a giant country music festival held each June in Nashville. The event enables country music fans to meet their favorite artists and attend numerous live performances throughout a week crowded with activities. Initiated in 1972, Fan Fair attracts approximately 24,000 fans from around the world each year.
- **CLOSE UP magazine** is compiled and published monthly by CMA.

#### ONDCP Partnership Ideas:

- Partner with CMA and corporate America to develop a touring country music show for kids with a message about drugs.
- Schedule special performances for kids at the Fan Fair.
- Sponsor a symposium at the SRO Entertainment Expo.

- Work with CMA to select a country music spokesperson for the ONDCP campaign.
- Place ONDCP's print PSA's in *Close Up* magazine.

### **Ill Crew Universal (ICU)**

PO Box 30834  
Oakland, CA 94604

Description: Ill Crew Universal is a worldwide hip hop alliance dedicated to preserving the hip hop culture. They are out to "repair Hip Hop and stop the destruction of it." They distribute compilations of tapes that feature ICU artists from around the world, including DJs, MCs, producers, and graffiti artists. ICU's goals include the unification of hip hop culture, the preservation of the art form in all its aspects, the destruction of negativity in all its forms, the re-introduction of creativity and originality of hip hop, and the recognition and realization of hip hop as a culture and a way of living. ICU has more than 25,000 members worldwide, primarily through the Internet, who range from ages 12-51.

Programs/Publications/Committees/Events:

- ICU publishes an official magazine, tapes, and underground hip hop magazines.

ONDCP Partnership Ideas:

- Work with ICU to do a national hip hop tour or produce a video with an anti-drug message.
- Place ONDCP PSA's in ICU's magazines and publications.

### **INTERACTIVE INDUSTRIES**

#### **Academy of Interactive Arts and Sciences (AIAS)**

10635 Santa Monica Blvd., Suite 180  
Los Angeles, CA 90025

Phone: (310) 441-2280

Description: AIAS is dedicated to the advancement and recognition of the interactive arts and sciences. The Academy, founded in 1996, provides a bridge linking individuals from all media: software companies, motion picture studios, record companies, television networks, and other interactive industries. Their mission is to promote and advance common interests in the worldwide interactive community, recognize outstanding achievement in the creation of interactive content, conduct an annual awards show, and enhance the image and awareness of the interactive arts and sciences.



The Academy is supported by many of the industry's leading companies and counts among its board of directors representatives from Broderbund, Creative Capers Entertainment, Disney Interactive, DreamWorks Interactive, Electronic Arts, Hasbro Interactive Worldwide, IDSA, Microsoft, Nintendo of America, Sega of America, Simutronics Corp., Sony Interactive, TwinLights Studio, The Washington Post Co., and Westwood Studios.

#### Programs/Publications/Committees/Events:

- AIAS conducts the **Annual E3 convention**.
- AIAS plans to sponsor its first annual awards show in May 1998, at the E3 show in Atlanta, akin to the Oscars or Emmys. Award categories, honoring both title content and the technical "craft," include art, graphics, sound, and software engineering. The categories will be judged by industry peers. "By honoring achievement in the industry, the Academy will draw worldwide attention to digital entertainment and increase awareness of interactive arts and sciences."

#### ONDCP Partnership Ideas:

- Work with AIAS and its member companies to develop an interactive product with the anti-drug message for schools nationwide.
- Sponsor a symposium at the E3 convention about community service messages in the interactive arena.

### **Association for Interactive Media (AIM)**

1019 19th Street, NW, Suite 1000  
Washington, DC 20036

Phone: (202) 408-0008 Fax: (202) 408-0111  
<http://www.interactivehq.org>

Description: AIM is a trade association for interactive media that was founded as the Interactive Television Association in early 1993. AIM looks out for the business interests of companies with a stake in new media and promotes them to the rest of the business community. With the ability to form partnerships among the fiercest of competitors, AIM bridges the gaps between companies working in dozens of different fields to ensure the successful future of new media.

#### Programs/Publications/Committees/Events:

- AIM connects its members with the people they need to know in the business, providing an easy-to-use referral service and arranging members-only networking events. AIM distributes several publications exclusively to its members, including a weekly report of breaking industry news, a conference planning guide detailing industry shows and AIM member discounts, and an interview series featuring conversations with interactive media

visionaries. To support its members, AIM offers free marketing services, including press release distribution, a speakers' bureau, and a publishing service.

- AIM's **Education Council** brings together leading educational organizations with companies that are producing interactive educational tools. The Council works to ensure that educational applications are a fundamental part of all interactive platforms, and that schools, students, and teachers will have ready access to interactive technologies. The National School Boards Association and the American Association of Community Colleges are working side-by-side with Turner Educational Services, Discovery, and TCI.
- The **Community Content Council** works to develop new media opportunities focused in local communities. The council will work to become the central body for coordinating and encouraging joint projects between content developers, community-based organizations, marketers, educators, and other groups.
- **CouncilRama** is a quarterly meeting of all AIM Councils.
- Publications: **AIM Post**, a weekly newsletter fax, and **Who's News**, a weekly email

ONDCP Partnership Ideas:

- Work with AIM's Educational Council and Community Content Council to develop an interactive drug education program for teachers in the classroom.
- Sponsor a symposium for AIM's members at a CouncilRama meeting.

### **Comic Con International (CCI)**

San Diego, CA

Description: CCI is a nonprofit educational corporation dedicated to creating awareness of and appreciation for comics and related popular art forms, primarily through the presentations of conventions and events that celebrate the historic and ongoing contribution of comics to art and culture. They conduct the annual **Comic Con Convention**.

#### Programs/Publications/Committees/Events:

- The next **Comic Con Convention** will be held in San Diego on August 13-16, 1998. Comic Con is billed as the "largest convention devoted to the popular arts" in the United States, and these arts include comics, science fiction, and animation--both foreign and domestic. Over the years, Comic Con has grown in both size and scope to become the premiere comic book convention in the United States. With this growth, the convention has come to represent more than comic books; it also represents many related popular art forms, including science fiction and fantasy literature, art, film and television, comic strips, costuming, games, and interactive multimedia.
- The Comic Con awards ceremony honors the best comics industry publications and creators.

#### ONDCP Partnership Ideas:

- Sponsor a symposium for representatives of the popular arts at the Comic Con Convention about including ONDCP's anti-drug messages into storylines for television, cartoons, and comics.
- Partner with comic book publishers to develop an anti-drug comic book for distribution in classrooms across America.
- Partner with comic book and comic strip publishers to create a media event in which popular comic characters (i.e., Spider Man, Wonder Woman) speak out against drug use.

## **Advertising Creation and Placement Process**

*This document details the process by which ONDCP and PDFA will collaborate to produce advertising for the National Youth Anti-Drug Media Campaign.*

# **The National Youth Anti-Drug Media Campaign Advertising Creation and Placement Process**

**Revised March 30, 1998**

## **Background**

The paid advertising portion of the National Youth Anti-Drug Media Campaign will be conducted by the Office of National Drug Control Policy (and its advertising contractor) in partnership with the Partnership for a Drug-Free America. The campaign has an extraordinarily challenging goal: “to educate and enable America’s youth to reject illegal drugs.” This communication challenge far exceeds that of a product, service, or issue-oriented advertising campaign. The National Youth Anti-Drug Media Campaign must win the hearts and minds of youth, their parents, and other youth-influentials by influencing their perceptions and attitudes, and by providing them with the skills and motivation necessary to resist adolescent drug use. Responding effectively to this challenge will require a strategically grounded ad development process that is rigorous yet nimble (as youth audiences are notoriously mercurial), is informed by insightful audience research and thoughtful input from behavior change experts, and is executed by world-class advertising professionals.

To that end, a 16-step advertising development process has been developed (illustrated in Figure 1). This document will serve to clarify the roles and responsibilities of the various organizations and groups involved in the advertising development process.

It is important to note that the proposed process is an operational extension of the communication strategy for the National Youth Anti-Drug Media Campaign. Namely, the communication strategy specifies the target audiences for the campaign, and the specific communication objectives for each target audience. The advertising creation process is the means by which a sufficient number of ads will be designed and executed for each target audience and communication objective. It is also important to note that the communication strategy is based largely on two proven drug use prevention approaches: the social influence model, and the parenting skills training model.

The following principles inform the proposed process:

- The unique expertise of many organizations and individuals must be appropriately harnessed to create the best possible advertising.
- Members of the target audience must play a central role in the process. The advertising is created in response to their beliefs and skills, and in turn, is evaluated by its ability to influence those beliefs and skills.

- The process must not be onerous, yet it must ensure that public funds are spent wisely and effectively.
- The cast of characters in the advertising creation and placement process includes:
- ONDCP and its advertising contractor (to be competitively selected and awarded by the end of FY '98);<sup>3</sup>
- The Partnership for a Drug-Free America (PDFA) and its Creative Review Committee;
- Advertising agencies nationwide that contribute their services on a pro bono basis to the PDFA;
- Drug abuse experts at the National Institute on Drug Abuse and other agencies designated by the Department of Health and Human Services;
- Legal counsel;
- Select members of the target audience;
- Behavioral scientists with specific expertise in drug prevention media campaigns.

To appropriately involve behavioral science input, ONDCP will collaborate with PDFA to create (and administer through its advertising contract) a Behavior Change Expert Panel (BCEP). The BCEP will be composed of four to six behavioral scientists (e.g., communication scientists, psychologists, and health educators).<sup>4</sup> Appointments to the panel will be made on an annually renewable basis. The panel will be co-chaired the Deputy Director of ONDCP, and by a member of the panel. Panel co-chairs will be responsible for integrating and synthesizing the feedback of all panel members into a consistent set of recommendations.

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<sup>3</sup> The “advertising contractor” will provide ONDCP with account planning, media planning and buying, and consumer research. In instances when PDFA is unable to fulfill an advertising creation assignment, the contractor will also provide those services.

<sup>4</sup> Because the communication strategy of the campaign is based largely on social influence and parenting skills training models, these behavior change experts will be selected based on their experience developing media messages using one or both of these models.

Key members of ONDCP's advertising contractor will be involved in the process. These key positions include:

- an advertising manager;
- an "audience segment specialist" for each of four key target audiences (i.e., middle school-aged youth, late elementary school aged youth, high school-aged youth, and parents);
- a minority audience communication specialist.

The role of the advertising manager is to coordinate all of ONDCP's required functions in the development and placement of advertising. The advertising manager will work closely with senior ONCDP staff to ensure that all advertising contractor personnel stay abreast of ONDCP's policies and perspectives with regard to the campaign.

The four audience segment specialists will be charged with steeping themselves in all relevant aspects of the lives and thought processes of their designated target audience. They will be expected to serve as "the voice of the audience" at numerous points throughout the advertising development process, however, they will not be the sole source of audience expertise. Rather, a primary role of the audience segment specialists is to solicit and synthesize input from a variety of experts on reaching their designated audience, as appropriate.

Specifically, each audience segment specialist will, as appropriate, participate in:

- designing and interpreting formative audience research and message testing research;
- providing input on "white card" concepts or strategies;
- providing input to the creative/behavioral briefs;
- briefing advertising agencies;
- providing input on preliminary ads;
- advising ONDCP on final ad selection;
- interpreting advertising tracking and other process evaluation information to refine the campaign strategy over time.

The minority audience communication specialist will play a similar role to that of the audience segment specialist, focusing on the unique concerns and issues of minority audience members. The minority audience communication specialist will not be the sole source of expertise on reaching minority audiences. Rather, a primary role of the minority audience communication specialist is to solicit and synthesize input from a variety of experts on reaching specific minority communities, as appropriate.

Beyond involvement in the advertising creation and placement process, the audience segment specialists and the minority audience communication specialist will, as appropriate, be involved in the development of all other elements of the communication mix for the National Youth Anti-Drug Media Campaign. This will include media outreach, partnerships, interactive media, and entertainment industry initiatives (see the Integrated Communication Plan).<sup>5</sup>

The recommended procedures, roles, and responsibilities for the 16-step advertising creation and placement process are presented in the following section.

## **The Process**

### **Steps 1 and 1A: Determine Priorities and Initial Directions for New Ads**

ONDCP, its advertising contractor, and PDFA will conduct a “gap analysis” (comparing the existing ad inventory to the target audiences and communication objectives specified in the communication strategy) to determine the need for new ad executions against each target audience and communication objective.

In efforts to understand and respond effectively to the unique situation and sensibilities of each target audience, ONDCP and its advertising contractor, and PDFA, will conduct qualitative and/or quantitative formative audience research on an as-needed basis. In addition to traditional forms of consumer research such as focus groups and surveys conducted in geographically diverse locations, ONDCP will use innovative consumer research methods (e.g., on-line chat focus groups, and interviews where youth audience members construct visual images to reveal their perceptions) to solicit audience input.<sup>6</sup>

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<sup>5</sup> In the event that ONDCP awards separate contracts for advertising support and for non-advertising communication support, the advertising contractor will be required to staff these six positions. Personnel will be expected to divide their time, as appropriate, between advertising and integrated communication activities. The non-advertising communication contractor should also staff a part-time or full-time minority outreach specialist; this person will be expected to work closely with the minority audience communication specialist.

<sup>6</sup> To this end, ONDCP’s advertising contractor will establish a physical audience panel to represent each of the three youth audiences. The panels will be located in a city somewhere between Washington and New York so that both ONDCP and PDFA personnel can easily observe the discussions. ONDCP’s advertising contractor will also explore the feasibility of establishing on-line virtual panels to represent the middle-school and high-school audiences. Each of these panels will be operated under the supervision of the appropriate ONDCP audience segment specialist. These panels will provide ONDCP and PDFA with in-depth and on-going insight into youth target audiences.



Based on this audience input, PDFA will work in collaboration with ONDCP's appropriate audience segment specialist, and if appropriate, the minority communication specialist to develop "white card" concepts (i.e., statements intended to achieve the desired communication objective).

### **Step 2: Check Accuracy of White Card Concepts**

ONDCP campaign messages must not make inaccurate, inappropriate, or misleading scientific claims. As a result, all "white card" concepts involving scientific claims will be submitted for accuracy checking to appropriate personnel at the National Institute on Drug Abuse (NIDA) and/or another agency designated by the Department of Health and Human Services. This accuracy check is intended to ensure that messages are consistent with the current scientific understanding about the prevalence and/or consequences of use of the drug or drugs in question. Inaccurate concepts must be modified and rechecked by NIDA (or the designated agency). The accuracy check is not intended to second-guess the communication potential of a proposed concept. If NIDA reviewers are concerned that the concept may be misleading (rather than inaccurate), this concern will be noted. Appropriate measures will be taken during the "white card" concept test to determine if the ad does, in fact, mislead members of the target audience.

### **Steps 3 and 3A: White Card Test and Develop Briefing Document**

White card concepts will be created and tested against members of the target audience to determine if they are clear and easy to understand, believable, and perceived to be important and persuasive. Based on test results, PDFA and the appropriate audience segment specialist and minority communication specialist if appropriate (hereafter referred to as the ONDCP advertising team) will decide which concepts will inform the strategies to be presented in the written Creative/Behavioral Brief.

PDFA will draft a written Creative Brief that will include the creative strategy. The ONDCP advertising team, PDFA, and the Behavior Change Expert Panel (BCEP) will develop a Behavioral Brief that will be added to the Creative Brief. ONDCP will approve the Creative/Behavioral Brief.

### **Step 4: Accuracy Check the Briefing Document**

NIDA will check the accuracy of all scientific information in the Creative/Behavioral Brief. Revisions will be made, as necessary.

### **Step 5: Brief Advertising Agencies**

PDFA will provide the Creative/Behavioral Brief to advertising agencies that have accepted an assignment. PDFA, and the ONDCP advertising team when appropriate, will conduct an oral briefing of all agencies accepting the assignment.

### **Step 6: Create Rough Ads**

Advertising agencies that accepted the assignment will create rough ads. These rough ads will be submitted to PDFA.

**Step 7: Initial CRC Review and Optional Ad Pre-Test**

PDFA will present the rough ads to the Creative Review Committee (CRC) for approval, disapproval, or requested revision. After receiving CRC approval, the advertising agency may request that PDFA and the ONDCP advertising team conduct a pre-test of the ad with members of the target audience, or other audiences as appropriate. If pre-testing is conducted, PDFA and the ONDCP advertising team will provide the advertising agency with a synthesis of the findings and suggested (but optional) recommendations. Pre-testing research will be funded by ONDCP through its advertising contractor.

**Step 8: Accuracy Check of Rough Ad**

If new or altered scientific claims were used in the rough ad, these claims will be submitted to NIDA for accuracy checking. Modifications will be made, as necessary.

**Step 9: ONDCP Legal Review**

Approved rough ads will be submitted to legal counsel for review. Modifications will be made, as necessary.

After legal review, PDFA will present approved rough ads to the Director of ONDCP, key ONDCP staff, the ONDCP advertising team, and the BCEP. The Director is responsible for the decision to obligate funding required to cover the proposed out-of-pocket expenses associated with producing the advertisement(s).

**Step 10: Produce Advertisement**

The advertising agency will produce the approved ad(s) in near-final form. "Near final" means that critical elements including but not limited to music, special effects, voice over, and sound design will be present. The ad(s) will be submitted to PDFA.

**Step 11 and 11A: Final CRC Review and Final Ad Test**

PDFA will present the near-final ads to the Creative Review Committee (CRC) for approval, disapproval, or revision. Approved ads will be submitted to an independent advertising testing organization. Advertising testing will be conducted in a manner that adheres to the principles for testing developed by the American Association of Advertising Agencies. The testing methodology used will be designed to appropriately assess the specific communication objectives of each ad. Testing will be conducted with diverse members of the target audience to test for communication effectiveness. In cases where there is concern about unintended consequences with other audiences, testing will also be conducted with members of the audience of concern.

**Step 12: Final Accuracy Check**

If new or altered scientific claims were used in the near-final ad, it will be accuracy checked again by NIDA.

**Step 13: Recommendation to ONDCP Director and Decision**

ONDCP, the ONDCP advertising team, PDFA, and the external co-chair of the BCEP will meet (by telephone, if necessary) to consider the advertising test results, and any other relevant information. They will be charged with developing a recommendation to the Director of ONDCP regarding inclusion or exclusion of the ad from the paid media plan. If this group feels that an ad requires modifications before approval can be recommended, the agency will be notified. Modifications will be made, and the ad re-tested.

Ideally, this group will reach a consensus on the recommendation for approval/disapproval (noting minor modification required, if necessary). In the event that consensus cannot be reached, both (or all) recommendations will be forwarded in writing to the Director.

The Director will make the final decision regarding inclusion of the ad in the paid media plan.

**Step 14: Final Edits**

The advertising agency will finalize the ad.

**Step 15: Brief Stakeholders and Place Ad in Media Plan**

PDFA and the ONDCP advertising team will write a stakeholder briefing statement to accompany an advance distribution of the ad to stakeholder organizations. The briefing statement will include mention of the agency that developed the ad, the target audience and communication objective(s) of the ad, a summary of the audience research supporting the ad, and a brief explanation of how the ad will be inserted into the paid media plan. These briefing statements are provided to stakeholder organizations to ensure that they understand the intentions of the ad and the data supporting its effectiveness; no approval or formal input will be sought from stakeholders.

After an appropriate period of time, ONDCP's advertising contractor will insert the ad in the paid media plan.

**Step 16: Advertising Tracking, Outcome Tracking, and Feedback**

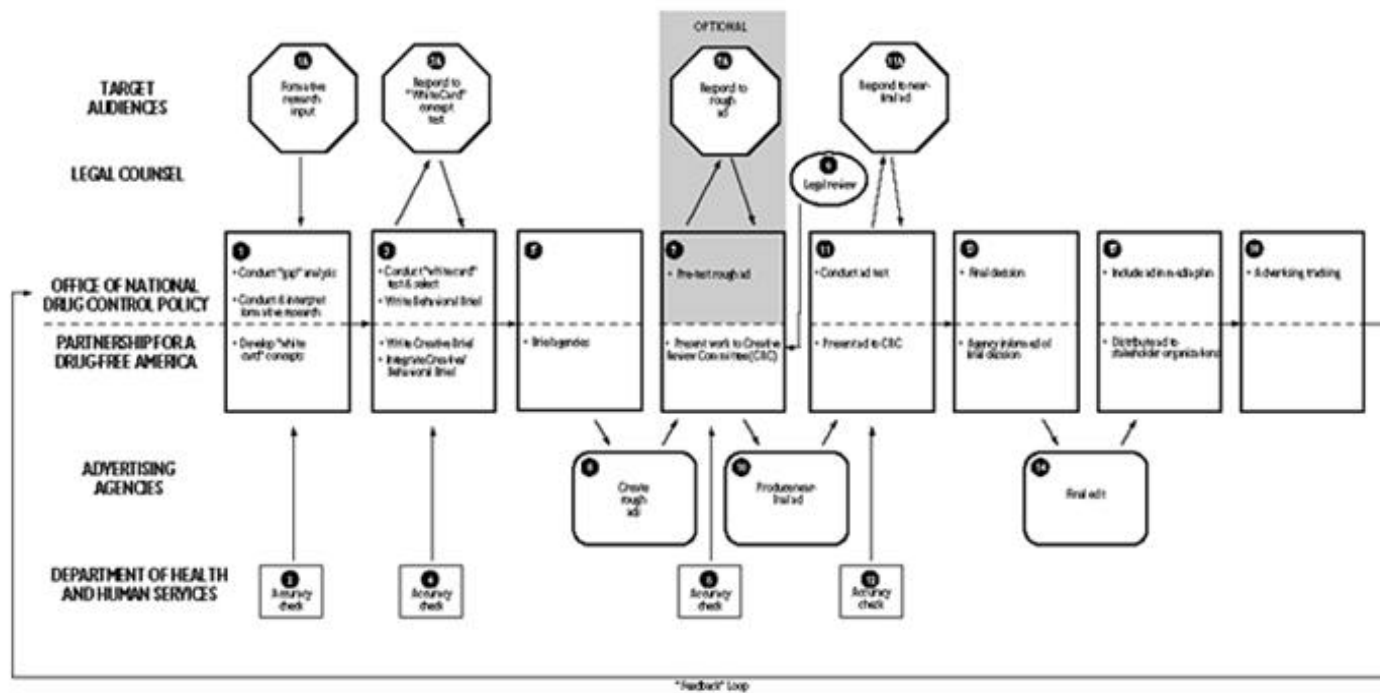
The ONDCP advertising team, in consultation with PDFA, will conduct advertising tracking to monitor how the ad is performing in the marketplace. If an ad is not performing well (e.g., it is creating confusion or backlash), the ONDCP advertising team and/or PDFA will make a recommendation to the Director to remove the ad from the media plan. In cases where the ad is having extreme negative unintended consequences, the ad will immediately be pulled from the media plan pending a briefing of the Director.

Performance tracking information from Step 16 will be fed back into the decision process regarding subsequent advertising development.

**Graphic Here**

“Advertising Creation and Placement Process”  
see document: ‘Ad Creation Chart’

## The National Youth Anti-Drug Media Campaign Advertising Creation and Placement Process



## **Paid Media Campaign – Executive Summary**

*This executive summary, developed by Creative Media, details the recommended advertising objectives, strategies, and channels that will most effectively reach youth age 9-18, their parents, and other youth-influential adults.*



## NATIONAL YOUTH MEDIA CAMPAIGN

### EXECUTIVE SUMMARY

April, 1998

**CREATIVE  
MED!A**

**PORTER  
NOVELLI  
INTERNATIONAL**



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**ONDCP****NATIONAL YOUTH MEDIA CAMPAIGN**

## **The ROLE of PAID ADVERTISING**

Paid advertising is the centerpiece of the Office of National Drug Control Policy's National Youth Media Campaign because paid advertising is one of the most effective ways to target unfiltered messages to specific audiences. The primary goal of the campaign is to prevent drug use before it starts, discourage trial, and convince occasional users to discontinue use, with special focus on "gateway" drugs like marijuana and inhalants.

By effectively targeting youth age 9-18, as well as their parents and other adults who influence kids and teens, paid advertising will elevate the awareness of anti-drug messages to levels previously unobtainable via the use of public service announcements alone.



## CREATIVE MEDIA BACKGROUND

Founded in 1984, Creative Media is one of the largest full-service media companies in the U.S., providing comprehensive media planning and buying capabilities to blue-chip companies and national advertising agencies. By focusing exclusively on the media function, and by providing senior-level counsel, Creative Media has posted significant growth each year, and now provides a variety of media services to a broad-based roster of blue-chip clients. In 1996 Creative Media became part of the Omnicom Group – a world leader in comprehensive marketing services.

Creative Media offers agencies and corporations services ranging from media consultation to assumption of the entire media/marketing function from strategic planning through buy execution and stewardship. We're active in all forms of media, including national and local broadcast, consumer and trade magazines, out-of-home, place-based media, yellow pages, direct response, new media (online) and barter management.

Creative Media's basic philosophy is simple: we offer our clients creativity, marketing insight and service, coupled with the highest degree of media professionalism. Our unique perspective in the media business comes from our vast experience in a variety of planning and buying positions at advertising agencies, as well as client companies and in-house agencies.

### **Involvement in Campaign Development Process**

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Creative Media has been involved in the ONDCP National Youth Media Campaign from its inception with Porter/Novelli. This plan recommendation represents a process that has included input and consensus from various constituencies involved in this effort, including: ONDCP, Porter/Novelli, PDFA and the Campaign Design Expert Panel. Creative Media has also provided direction to Bates/Zenith so that these strategies could be incorporated into Phase I planning and execution wherever possible, given the inherent geographic/timing considerations involved with that effort.



## **MEDIA PLAN OVERVIEW**

### **1. Overall Media Objectives**

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In order for the National Youth Anti-Drug Media Campaign to be successful, the awareness and profile of the campaign must be elevated to a whole new level which has been previously unobtainable solely through pro bono support and the goodwill of the media. With brands such as Nike and Pepsi implementing costly and extensive one word marketing programs to establish themselves with the youth of America, this is the type of playing field on which the Anti-Drug campaign must compete. Therefore, the Anti-Drug Campaign needs to be extremely pervasive and top-of-mind.

On the other side of the equation, because drug abuse is not a seasonal problem and youths are being offered the opportunity to try drugs somewhere every single day, the Anti-Drug Campaign must provide continuous messages to both youth and the adult influencers at levels of advertising support which will be strong enough to generate the necessary impact.

### **2. Media Strategies**

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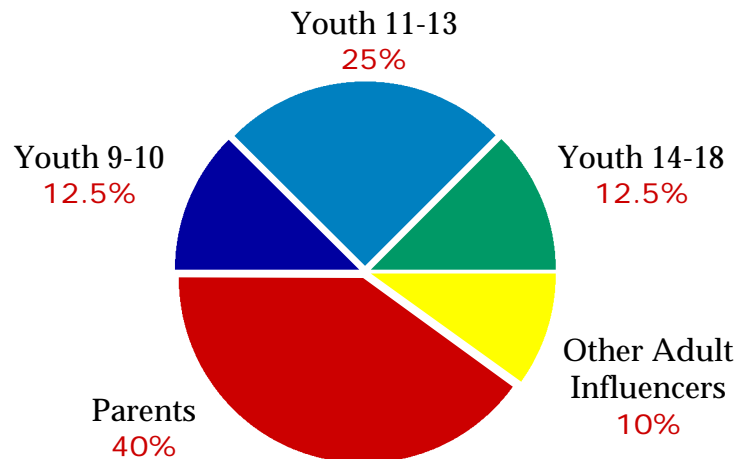
In order to accomplish these formidable objectives, the following media strategies will be implemented:

#### **Target Audience**

The media plan has been carefully constructed so that it will reach all of the vital target audience constituencies with the desired level of emphasis. From an overall standpoint, the plan will place equal emphasis on the youth (age 9-17) and adult (parents, teachers, other influencers) segments of the target audience. Within this 50%/50% weighting, message



delivery emphasis will be placed on the following sub-groups within these broader target audiences:



In terms of ethnic skews, advertising exposure levels for ethnic target segments will be delivered proportionate with their representation within the population. Significant local ethnic skews will be addressed through the use of local media vehicles which target the appropriate ethnic groups.

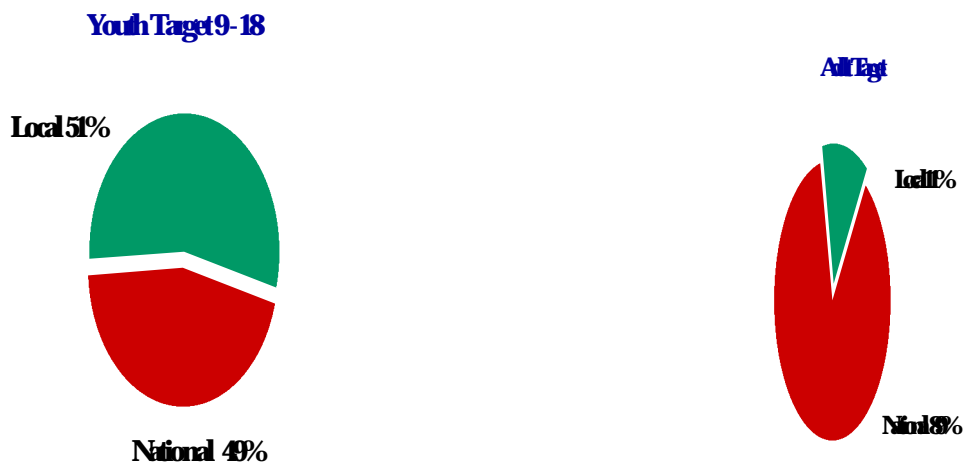
### **Geography**

The Anti-Drug Media Campaign has been designed as a predominantly national campaign recognizing that drug abuse is a nationwide problem consisting of many regional and local drug problems. Taking this into account, the media plan has been developed to include the use of local media vehicles and media vehicles within which the advertising messages can be segmented geographically.

In this regard, because the message to the adult segment of the target audience is more of a generic message in terms of how to help the youth in their lives reject drugs, the Anti-Drug Media Campaign has been developed to allow for the majority of the adult messages (90%)



to be delivered on a national vs. a localized (10%) basis. Conversely, the objective for the messages targeting the youth segments has been to provide for a balanced 50%/50% mix of national messages and messages which can be localized to address the most pertinent drug issue in that part of the country. The Recommended Media Plan achieves the established objectives, as detailed below:



### Communication Goals

As previously mentioned, for the campaign to be successful the messages need to be delivered at an exposure level that will provide the necessary impact. While there is no “magic formula” which tells us exactly what this level needs to be, we are making some assumptions that lead us to the established communication goals.

If budget were not an issue, the optimal communication goal would be to deliver an anti-drug message to as many people within each target audience segment as possible, once per day, 365 days a year. Recognizing that this is not a realistic objective, a communication goal



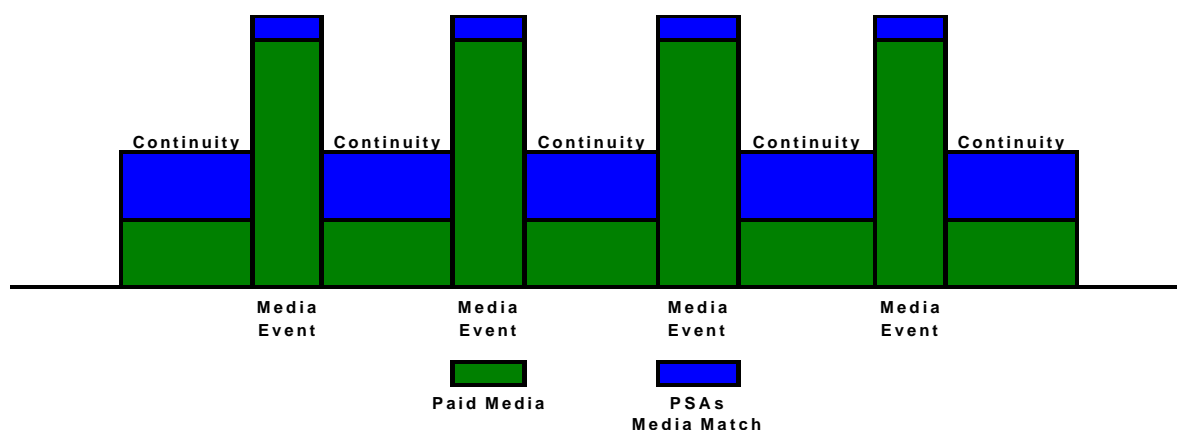
of reaching 90% of the target audience segment four times per week (or essentially every other day) has been established. This is a very aggressive communication goal which we believe will generate the tremendous amount of impact required to ensure that the Anti-Drug Campaign “breaks through” the cluttered advertising environment.

Beyond the aforementioned levels of continuous advertising support, we have established an objective of advertising at even higher levels of exposure during select times of the year during which a series of “Media Events” will be developed and executed.

## **0 SCHEDULING**

There are two key scheduling strategies for the paid media plan:

- 1) Create high impact “Media Events” throughout the year (i.e. on at least a quarterly basis) in order to generate significantly higher awareness levels than would be provided by a purely continuity-based plan. This will enable the National Youth Media Campaign to achieve the kind of high profile, “breakthrough” levels that are required to deliver this vital message.
- 2) Provide effective sustaining media levels to bridge the periods in between the “Media Events” and provide a continuous presence for the National Youth Media Campaign to the greatest degree affordable.



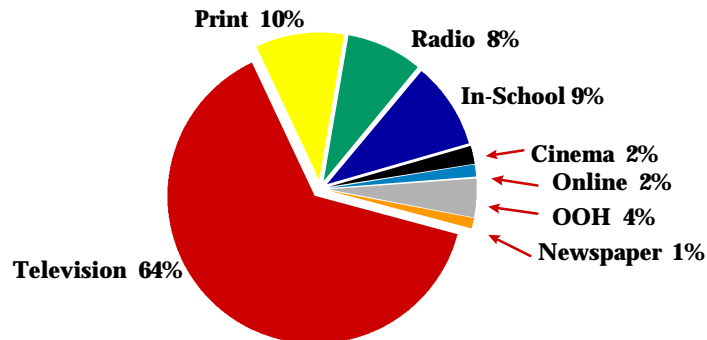
## Budget

The paid media plan has been developed using a budget of \$150MM.

## 3. Media Plan Development/Tactics

The paid media plan incorporates a wide variety of media vehicles which will reach all of the various target audience segments throughout their day in a pervasive manner. We have conducted extensive research into the target audiences to determine their media usage habits, and have planned the paid media to address these habits in the most effective manner.

<b>National</b> <ul style="list-style-type: none"> <li>• National Television</li> <li>• National Radio</li> <li>• National Print</li> </ul>					
Multi-Media Packages	Special TV Events	In-School	Cinema	Video Arcades	Online
<b>Local</b> <ul style="list-style-type: none"> <li>• Local Television</li> <li>• Local Radio</li> <li>• Newspapers</li> <li>• Out-Of-Home</li> </ul>					

**Total Plan — \$150MM**

The following details the various media elements included in the plan, with a brief description of how each vehicle will be used within the plan:

**Television**

Television will receive the bulk of the media budget (64%) and will be used to effectively reach all of the various target audience segments. It will also allow for the campaign to take advantage of targeted programming opportunities. National vehicles such as youth/family oriented primetime (e.g. Wonderful World of Disney, ABC's TGIF lineup), high profile sporting events (e.g. NBA, NFL), early morning (e.g. Good Morning America, Today Show), cable (e.g. MTV, Nickelodeon, ESPN, Family Channel), NBC Teen Saturday lineup and kid network (e.g. Power Rangers, Ultimate Goosebumps) will reach all of the target groups on a national basis. Hispanic television (i.e. Telemundo/Univision) has also been included to provide broad reach among the Hispanic segments of the target audience.

The Early Fringe (4:00-7:00 pm) and Prime Access (7:30-8:00 pm) dayparts have been planned on a local basis in the top 75 markets (approximately 80% of the U.S.) to allow for localization of the advertising messages, as well as to deliver the messages at a key time





of day when the youth targets are watching a lot of television. Advertising during this time of day also has the potential to spur dinner conversation on the subject, which can initiate the kind of parent/child interaction which we know is crucial to helping combat the drug abuse problem.

**Radio**

Radio is planned to reach primarily the adult and teen segments of the target audience, and is planned on both a national and local basis. Radio will provide highly efficient delivery and generate significant levels of frequency of exposure among these target segments. Nationally, radio networks and syndicated properties can be purchased which have formats that deliver the adult (e.g. ABC Prime, Westwood Variety) and teen (e.g. ABC Genesis, Westwood Source, NeXt) target groups. National radio is also an excellent vehicle to deliver advertising messages to various ethnic groups such as Hispanic (e.g. LBC, Hispanic Radio Network) and African Americans (e.g. American Urban Radio Network).

Locally, we have recommended radio to reach predominantly the teen target group. We believe that radio is an extremely important medium for reaching the teen target. There is tremendous potential to enhance the impact of the campaign on a local level by partnering with the top teen station(s) in the top 75 markets and executing media buys and added value programs. Based on our preliminary conversation with two of the larger radio rep firms (Interep and Katz), the local radio stations would be extremely eager and willing to partner with ONDCP on this project, and help to increase the visibility of the program on a local/community level.

**Print**

Print vehicles will also be used to reach primarily adults and teens, although there are opportunities within the plan for certain print vehicles to reach the kid target as well. Magazine categories which should be considered within the print plan include Entertainment/Hollywood, Ethnic, Kids, Music, Parenting, Sports, Sunday Supplements, Teen, National Newspaper (i.e. USA Today), Newsweeklies and Women's Service. There are several opportunities to develop and execute custom publishing programs, including the development of a series of Marvel comic books with a drug-related storyline and corresponding youth distribution network. There is also an opportunity to partner with Sports Illustrated for Kids and NBA Inside Stuff to create a customized package which can tie in the NBA as well, which we believe can have a tremendous impact on the youth target.

**In-School**

We believe that reaching the youth targets in school, within a learning environment, is a critical element of the paid media plan. However, the key to making this work is to develop and execute programs that will make it relevant, interactive and fun for the students. There are a wide variety of vehicles which could potentially be incorporated into the in-school program, including Channel One In-Classroom TV, Weekly Reader/Scholastic Magazines, Curriculum Programs focusing on the prevention of drug use, Book Covers, Locker Room Gymboards, Electronic Message Boards, High School Newspapers and Online Applications (such as ONDCP's participation in the rollout of the S.T.E.P. program in the U.S.). One of the key objectives of the in-school program is to cover as many of the upper elementary, middle and high schools in the country as possible, which will likely mean partnering with several of the major in-school companies (e.g. Primedia, Scholastic



and Market Source) to develop integrated media/marketing programs.

### **Online**

Online advertising is also a critical element of the media plan, given its' particularly high usage among the youth targets. It can also be used to effectively reach the adult target segments as well. Online provides an opportunity to deliver messages to these targets in a private, but very interactive, manner. We recommend that the online plan incorporate the use of three types of online "sites" to maximize exposure and impact, but to also allow for the messages to be very targeted as well:

1) "Portal Sites" such as AOL and Netscape, 2) "Search Engines" such as Lycos and Yahoo, and 3) Targeted "Content Areas" such as Yahooligans! and Nickelodeon (kids), MTV.com and Swoon (teens), and Family.com and Parentsoup (adults). We envision the online executions including various forms such as banner advertising with hotlinks to an ONDCP site, interactive activities, sponsorships, establishing chat rooms, etc.

### **Cinema**

Cinema advertising will allow the anti-drug messages to be delivered to all of the target segments within a showcase, captive environment. Hard hitting anti-drug messages on the big screen in the movie theaters will have tremendous impact. The cinema advertising messages can also be localized on a geographic basis, as well as by movie rating. For example, a kids message can run before all G-rated movies, an adult message before R-rated movies, and a teen message before PG movies. Cinema advertising also provides the opportunity to extend the impact of the campaign into theater lobbies, where additional exposure could be provided and information could be distributed.

### **Video**

Advertising in Video Arcades through Channel M will be a very

**Arcades**

relevant way to speak to the youth targets within their own environment. Channel M consists of TV monitors which feature a loop of programming segments and advertising which appeal to the youth market. This medium allows for the use of some very unique creative executions, whereby video game type graphics can be incorporated into the commercials for strong synergy between the message and the medium. It will also provide timely message delivery, as video arcade usage is highest after school and on weekends when opportunities for drug use are likely the greatest.

**Newspapers**

Newspapers have been planned to reach the adult segment of the target audience on a flexible, tactical basis. Providing broad coverage of the local markets and a newsworthy environment for the anti-drug messages, newspapers will be used during the “Media Event” periods to provide incremental support in key markets where a particular drug issue/epidemic is taking place. The plan allows for the use of newspapers in approximately 20% of the U.S. (10-20 large size markets) during these heavy-up periods.

**Out-of-Home**

Similar to newspapers, out of home has also been planned on a flexible basis to provide incremental support in select key markets (also an estimated 20% U.S., 10-20 large markets) in recognition of a particularly bad drug problem that needs to be addressed. The recommended out-of-home program will provide strong coverage of the places where the youth targets spend most of their time (e.g. schools, playgrounds, parks, malls), as well as providing general market coverage to reach all of the target segments. The forms of out-of-home which should be considered to achieve these objectives include 30-sheet posters, mall advertising, 8-sheet posters in ethnic areas, bus shelters, basketball



backboards in school playgrounds in urban markets, and transit advertising in certain markets (e.g. subway card cards and urban panels in New York City).

## **KEY EXECUTIONAL TACTICS**

Two key elements of the Recommended Paid Media Plan are 1) exploring partnerships with major media corporations which own a variety of media companies that are appropriate for reaching the ONDCP target segments, and 2) creating periodic “Media Events” consisting of a combination of existing TV/media events and custom-made media/marketing events that will be developed in conjunction with ONDCP’s selected media partners. The following elaborates on these two crucial elements:

### **Corporate Media Partnerships**

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In developing the paid media plan, we have initiated discussions with many of the major media corporations to explore the possibility of a partnership between these corporations and the ONDCP. The corporations that we have met with include Westinghouse/CBS, Disney/ABC, G.E./NBC, News Corp./Fox, Viacom, Time Warner, Primedia, Scholastic and Market Source. All of these corporations own a large number of media vehicles which are very targeted to reach the various National Youth Media Campaign target groups. In fact, some of these corporations such as ABC, Fox and Viacom have dominant positions in the marketplace in terms of controlling a significant amount of the inventory available to reach the various target groups (particularly the youth targets). A binder containing the proposals we have received from these corporations has been provided under separate cover.



We strongly recommend that the buying agency, when selected, pursue this course of action. We believe that there will be numerous benefits to ONDCP partnering with these media corporations, including the following:

- Allows for the negotiating of more efficient and effective media buys and added value by leveraging a higher level of spending.
- Maximizes the potential of the media match by recognizing varying intra-company demands on media inventory.
- Leverages full marketing synergies by maximizing the use of both traditional and non-traditional media components.
- Encourages the involvement and commitment of top management to increase the likelihood of successful and coordinated execution.

### **“Media Events”**

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As previously mentioned, an integral component of the Paid Media Plan is the development of several “Media Events” to be executed periodically (at least quarterly) throughout the year. These “Media Events” will be built around existing TV/media events (e.g. NBA Finals, Super Bowl, MTV Video Music Awards) which occur during select key time periods throughout the year (e.g. back-to-school, end of school leading into summer, etc.). Concurrent with the existing TV/media events, custom-made media events will be developed and executed with ONDCP’s selected media partners. A few examples of the types of custom-made events that can be developed include:

- Vignettes/PSAs developed by the broadcast/cable networks featuring talent relevant to the campaign’s target audiences
- Anti-drug storylines incorporated into appropriate programs on broadcast networks
- Series of themed Marvel or DC comic books incorporating anti-drug storylines with customized distribution network
- Anti-drug events (e.g. “Drug Report Card”, anti-drug pledge, essay/art contest, “Say No Day”) developed and executed in-school

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- Radio programs/features developed pertaining to the negative impact of drugs on musicians, emphasizing the positive aspect of a drug-free life
- Online events such as chat sessions, town hall meetings, contests, sponsorships

In addition to the special events themselves, higher levels of overall media support will be scheduled during the “Media Events” weeks. These “Media Events” periods will raise the awareness, profile and impact of the campaign to extremely high levels during which the nation will be well aware that a major anti-drug effort is taking place. This is truly a case where “the whole will be greater than the sum of its parts” because of the huge impact that a combination of these “Media Events” and higher advertising weight levels will generate.



## MEDIA MATCH STRATEGIES

A key component of the National Youth Media Campaign is a requirement that media outlets match paid advertising dollars with bonus time or space for ONDCP. The media match ensures that there will be available inventory for other public service advertisers. The bonus media will be used for other programming venues and related youth public service messages, e.g. to reject alcohol and tobacco campaign. Some suggested guidelines for the buying agency to use in negotiating the match are as follows:

- The concept of matching funds must be introduced at the onset of the negotiation process so that it is made clear from the start that only those media outlets that will sufficiently match the media buys will be considered as ONDCP partners
- As previously mentioned, we recommend that media partnerships be considered from a corporate perspective whenever appropriate, to maximize the ability to match and the quality of the match
- Leverage the *absolute need* to obtain media match impressions in order to make the program a success, and ensure the continuation of the five-year program
- Maximize the percentage of the media match delivered as quantifiable on-air advertising messages, and establish a minimum acceptable level (e.g. at least 50% of target audience impressions must be matched in this manner)
- Maximize the percentage of the matching on-air media support delivered in targeted and desirable dayparts/programming
- Consider other forms of matching, in addition to on-air commercial time, which will enhance the impact of the advertising campaign (e.g. development of anti-drug program content/storylines, use of on-air talent in vignettes/PSAs, opportunities to distribute information, etc.)



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## CREATIVE DEVELOPMENT/PRODUCTION ISSUES

There is a framework in place for creative development and production of advertising that relies upon the Partnership for a Drug-Free America. Specific production and logistical details will be further discussed between ONDCP and the advertising firm that negotiates the media placement.



## APPENDIX

- Recommended Media Plan Flowcharts
  - Teens 12 - 18 Plan
  - Kids 9 - 11 Plan
  - Adults 25 - 54 Plan
  - Prototypical Online Media Plan
- Weekly Media Plan Delivery



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